



US Army Corps  
of Engineers

# AIR FORCE PROGRAMS CUSTOMER SATISFACTION SURVEY FY05



August 2006

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# USACE Organization Symbols<sup>1</sup>

Division	Division Name	District	District Name
LRD	Great Lakes/Ohio River	LRB	Buffalo
		LRC	Chicago
		LRE	Detroit
		LRH	Huntington
		LRL	Louisville
		LRN	Nashville
		LRP	Pittsburgh
NAD	North Atlantic	NAB	Baltimore
		NAE	New England
		NAN	New York
		NAO	Norfolk
		NAP	Philadelphia
		NAU	Europe
NWD	North West	NWK	Kansas City
		NWO	Omaha
		NWP	Portland
		NWS	Seattle
		NWW	Walla Walla
POD	Pacific Ocean	POA	Alaska
		POF	Far East
		POH	Honolulu
		POJ	Japan
SAD	South Atlantic	SAC	Charleston
		SAJ	Jacksonville
		SAM	Mobile
		SAS	Savannah
		SAW	Wilmington
SPD	South Pacific	SPA	Albuquerque
		SPK	Sacramento
		SPL	Los Angeles
		SPN	San Francisco
SWD	South West	SWF	Fort Worth
		SWG	Galveston
		SWL	Little Rock
		SWT	Tulsa
TAC	TransAtlantic Prog Ctr		

<sup>1</sup> Organizations participating in FY04 Survey highlighted

## **EXECUTIVE SUMMARY**

The eleventh annual Military Programs Customer Satisfaction Survey has been completed. A total of 695 Military Program customers participated in the FY05 survey. USACE customers included: Air Force, Army, 'Other DoD' agencies and IIS<sup>2</sup> customers. Army customers comprise the largest proportion of the FY05 sample at 48 percent followed by Air Force at 31%.

The greatest number of Air Force customers fall under AETC (44 customers) and ACC and AFMC (34 customers each). The commands specified by the 79 customers who selected 'AF-Other' included PACAF, AFSPC, AFRC, ANG, USAFE, AFSOC, etc. Over half (63%) of Air Force customers characterized themselves as primarily Construction customers; 14 percent each as Environmental and Real Estate services. The greatest proportion of responses was received from customers served by Northwest (27%) and South Atlantic (24%) Divisions. Omaha and Mobile Districts had the greatest number of valid responses (37 and 30 customers respectively).

The three most highly rated items in this year's survey were 'Treats You as a Team Member' and 'Seeks Your Requirements' rated positively by 87 percent of responding organizations each and 'Keeps You Informed' rated high by 84 percent. This is a very positive outcome that the highest rated items are relationship measures given that relationships are critical to customer satisfaction and loyalty. The indices that received the greatest proportion of negative responses were 'Provides Timely Services' at nine percent low ratings and 'Reasonable Costs' and 'Would be Your Choice for Future Services' at eight percent each.

The two 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 81% of Air Force customers indicated the Corps would be their choice in the future. Conversely, a total of 8% responded USACE would NOT be their choice for future projects and 11% were non-committal. These results show a small improvement over last year. For customers' overall level of satisfaction 80% responded positively, 8% negatively and 13% fell in the mid-range category. The top three most highly rated specific services<sup>3</sup> items were 'Planning Services (Master, Mobilization...)' and 'Investigations/Inspections (Non-Environmental)' at 81% high ratings each and 'Funds Management' at 80% high ratings. 'Environmental Compliance' had been among the highest rated in the previous two years but ratings have fallen in FY05. The specific services that received the lowest ratings were 'Timely Construction' at 14% low ratings, 'Project Documentation (1391s, 1354s)' and 'AE Contract Services' at 11% each. As last year 'Timely Construction' was the lowest rated service.

A total of 149 (70%) Air Force customers submitted comments. The two most frequently cited positive comments were the same as the last three years. They were 'Overall good job' (49 customers) and 'Compliments to individuals/staff' (40 customers). The most

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<sup>2</sup> Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services

<sup>3</sup> BRAC & Privatization Support were excluded from comparisons due to limited responses.

frequent negative comment concerned 'Timely Construction' (26 customers) and 'Choice for Future Work' (24 customers). 'Timely Construction' received the greatest number of negative comments last year as well. Unfortunately, the number of negative comments on 'Choice for Future Work' has more than tripled compared to last year (from 7 to 24 customers). Other areas of services that received a large number of negative comments concern 'Reasonable Cost' (23 customers), 'Timely Service' (22), 'AE Contract services' (22 customers) and 'Manages Effectively' (20). And for the first time, a number of customers registered complaints about the lack of staff continuity on their projects. This complaint had never been seen prior to FY05.

Air Force customer ratings are approximately the same as Army on all but one satisfaction indicator. Air Force customers were statistically significantly more satisfied in 'Construction Maintainability'. This represents a significant departure from previous years in that ratings have become more homogeneous. In previous years Air Force customers were consistently more satisfied than Army customers. These findings seem to be the result of two factors: foremost, an improvement in Army scores and stability (in some cases decreases) in Air Force scores.

The comparison of ratings by Air Force command<sup>4</sup> revealed statistically significant differences in 12 service areas (more than double that of last year). This implies the gaps between satisfied and dissatisfied Air Force Commands may be increasing. A very clear pattern emerged. In every case ACC and AETC were significantly more satisfied than 'Other' and in many cases PACAF. Similar differences were seen in the other service areas but these differences weren't large enough to be statistically significant. This pattern has been consistent over time. Further analysis of 'Other Cmd' ratings shows ANG, AFSPC and USAFE are the primary sources of most negative ratings. AFSOC and AFRC are more satisfied than others in this miscellaneous category. The improvement in ratings among AFMC customers that occurred in FY03 continues. As stated previously, the number of negative comments from AF customers on 'Choice for Future Work' has more than tripled compared to last year. This in consideration of the widening gap between satisfied and dissatisfied AF customers may be significant.

Comparisons were performed to detect any differences among primary work categories (Construction, Environmental, and 'Other' where Other includes Real Estate & O&M) for selected satisfaction indicators. As in previous years, Environmental customers were consistently the most satisfied group for nearly every indicator. However, there were fewer significant differences than last year, indicating a possible movement toward greater homogeneity in ratings by work category.

The Corps Military Customer Satisfaction Survey has been administered for a total of eleven years. The analysis of trends in ratings revealed an unusual pattern is apparent among most

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<sup>4</sup> Since there were a substantial number of PACAF customers, these responses were set up in a separate category from 'AF Other' for this analysis.



satisfaction indicators. Ratings for most items display a three-year cyclic pattern where ratings rise over the course of three years then drop significantly and begin to rise again. This pattern has occurred for three full cycles over the FY97-99, FY00-02 and FY03-05 periods. Therefore, declines in ratings occurred in FY97, FY00 and FY03. Although in the aggregate Air Force customers are as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied. Without intervention, one can expect to see a drop in ratings for the FY06 survey. It has been suggested that the drop in ratings may correspond to the change in command at Air Force installations. If this is the case, the appropriate intervention may include quickly contacting new commanders and providing an orientation to ongoing project work.

Overall Air Force customers are well satisfied with Corps services. The Corps' best performance is displayed among relationship measures. The service area that needs the most improvement is timeliness in delivering services particularly construction services. Additionally, there is a need to address consistent delivery of services over time (cyclic trends) and among customer subgroups (AF commands & primary work category).

## **§1. INTRODUCTION**

### **§1.1 BACKGROUND**

On 21 November 1994, LTG Williams issued a memorandum to all District and Division components directing them to perform a customer satisfaction survey of all their military and civil works customers as part of the USACE Customer Service Initiative. This initiative supports the Corps' goal of close customer/partner coordination and is in accordance with Executive Order 12826 (FY93) which required all federal agencies to develop a customer service plan and service standards. Executive Order 12826 also required agencies to survey their customers annually for three years to verify the extent to which these standards are being met. HQUSACE decided to continue the customer survey process beyond the requisite 3-year period for Military Program customers.

HQUSACE is the coordinating office for the Corps' survey and has appointed Mobile District to perform the administration, statistical analysis and reporting of results of the survey. An e-mail memorandum from CEMP to all Major Subordinate Commands, dated 18 November 2005, contained instructions for administration of the FY05 Military Programs Customer Survey. Corps Districts were to complete administration of their customer survey by 14 December 2005. All districts were again instructed to include IIS (International and Interagency Support) customers in this year's survey. Each District was required to develop a plan to identify the organizations and individuals to be surveyed and a procedure to inform customers of the purpose and process of the survey. Each district is responsible for integrating the survey process into ongoing management activities involving its customers. Districts were instructed to survey installation level customers and Headquarters was to survey their command level equivalents. Individual components were encouraged to perform their own analyses and take action as necessary in response to customer feedback.

### **§1.2. SURVEY METHODOLOGY**

As last year, the survey instrument was posted on the Corps of Engineers Headquarters Military Programs Directorate Homepage. Each military and IIS customer was sent an e-mail memo containing a URL link to the survey and was given instructions on completing the survey.

The standardized military customer survey instrument consists of two sections. The first section contains customer demographic information (name, customer organization, DoD Command, and primary category of services received). Section two contains 34 satisfaction questions in a structured response format in which customer satisfaction is measured on a 5-point Likert scale from 'Very Low' (1) to 'Very High' (5). Next to each item is a blank 'explanation' field to give customer an opportunity to explain their ratings. Questions 1-12 are of a general nature such as

quality and cost of services and several measures of relationship dynamics. Items 12-34 assess specific services such as engineering design, AE contract services, real estate, environmental, and construction services. The final portion of the survey solicits general customer comments. A copy of the survey instrument is found in Appendix A or may be viewed by CTRL clicking the following link: <https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .

## **§2. RESULTS OF FY05 SURVEY**

### **§2.1 CUSTOMER DEMOGRAPHICS**

A total of 695 customers participated in the FY05 survey. The corps-wide response rate was 55.3% for an estimated sampling error of +/- 2.5%. Response rates varied greatly among districts, ranging from a low of 30% for New York District to as high as 100% for Tulsa District. The districts serving the largest populations of Military Program customers saw response rates in the 40-60% range. All data summary tables in this report show the number of valid responses for each survey item i.e., the percentage of responses of all participants who answered the question. Since customers can elect to skip survey items or select 'NA', the totals for each item summary may not be the same as the total number of survey participants.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS<sup>5</sup> customers. The 'Other DoD' category includes US Navy, US Marine Corps, DLA, Joint Commands, DODEA, DECA, USMILGP's, etc. IIS customers include organizations such as EPA, DHS, USAID, FBI, DOE, etc.

Army customers comprise the largest proportion of the FY05 sample at 48 percent followed by Air Force (31%), 'Other DoD' (14%) and IIS (8%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC and 'AF-Other'. The greatest number of Air Force customers fall under AETC (44 customers) and ACC and AFMC (34 customers each). The commands specified by the 79 customers who selected 'AF-Other' included PACAF, AFSPC, AFRC, USAFE, ANG, AFSOC, etc. A significant number of these (21) are under PACAF command. This category will be added to the selection list in the FY06 survey. Army customers could select from the eight IMA organizations based on geographic locations plus the Army Reserves. The greatest number of Army customers work under IMA Southeast (53 customers), followed by IMA Northwest (38) and IMA-Southwest (37). The vast majority of FY05 Army customers fell into the 'Army-Other' category. The commands specified by the 119 customers who selected 'Army-Other' consisted of Army National Guard, MEDCOM, AMC and many others. Since the number of National Guard customer has increased over the years, this category will be added to the command selection list. There were a total of 13 Marine Corps customers and 16 Navy customers. Customers who selected 'Other DoD' specified organizations such as DLA, MDA, DODEA, DeCA, NDU and others. Joint Command customers included those from SOUTHCOM, SOCOM, EUCOM, CENTCOM, MEPCOM and others. A listing of specific Air Force customer organizations is provided in Appendix B,, Table B-1.

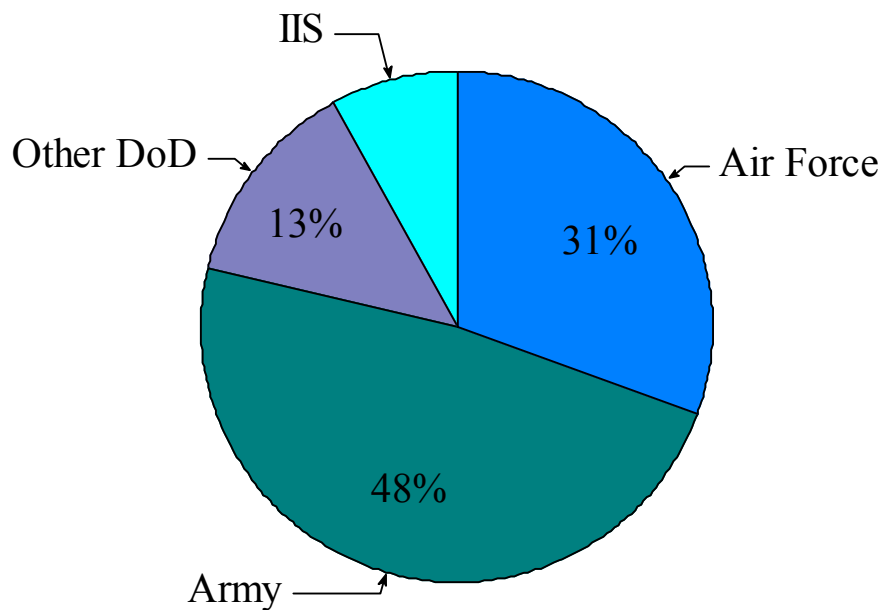
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<sup>5</sup> Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services

**Table 1: Customer Groups**

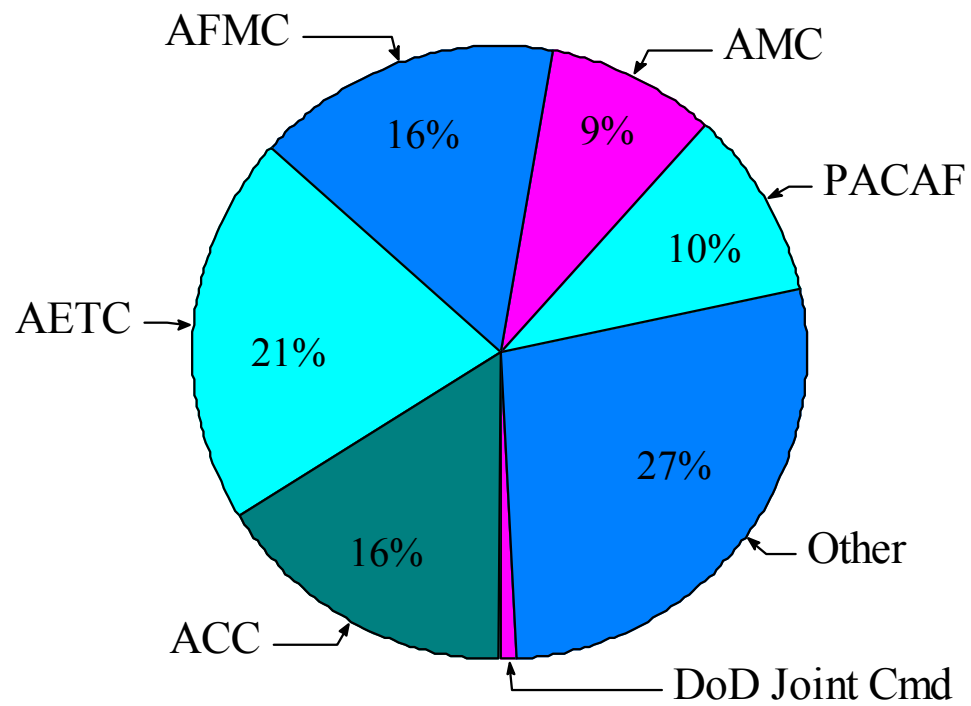
<u>Customer Group</u>	<u>#</u>	<u>%</u>
Air Force	212	30.5
Army	334	48.1
Other DoD	94	13.5
IIS	55	7.9
Total	695	100.0

## USACE Customer Groups FY05



**Figure 1: USACE Major Customer Groups**

## Air Force Commands FY05



**Figure 2: Air Force Commands**

**Table 2: Air Force Commands**

Air Force Commands	#	%
Air Force - ACC	34	16.0
Air Force - AETC	44	20.8
Air Force - AFMC	34	16.0
Air Force - AMC	19	9.0
Air Force - PACAF	21	9.9
Air Force - Other	58	27.4
DoD Joint Commands	2	0.9
Total	212	100.0

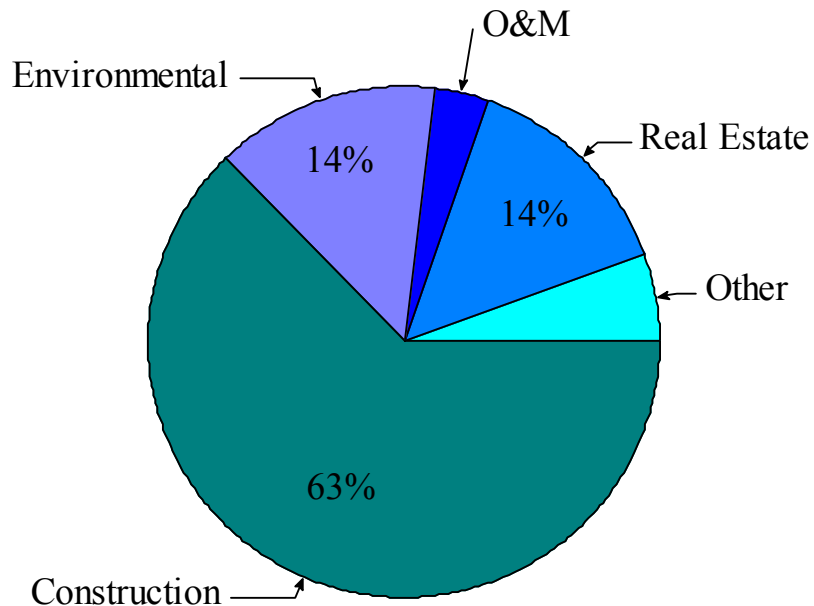
<u>Air Force Other Cmd</u>	#	%
AFCEE	3	5.2
AFOSI	1	1.7
AFRC	16	27.6
AFSOC	6	10.3
AFSPC	14	24.1
ANG	7	12.1
USAFA	1	1.7
USAFE	10	17.2
Total	58	100.0

Customers were asked to identify the primary category of service they received from the Corps organization they rated. Over half (63%) of Air Force customers rated Construction services; 14 percent each rated Environmental and Real Estate services, three percent O&M and six percent rated 'Other' areas of service. Customers that checked the 'Other' area of services wrote services such as 'design', or a specialized service. The complete list of 'Other' work categories is found in Appendix B Table B-2.

**Table 3: Primary Work Category**

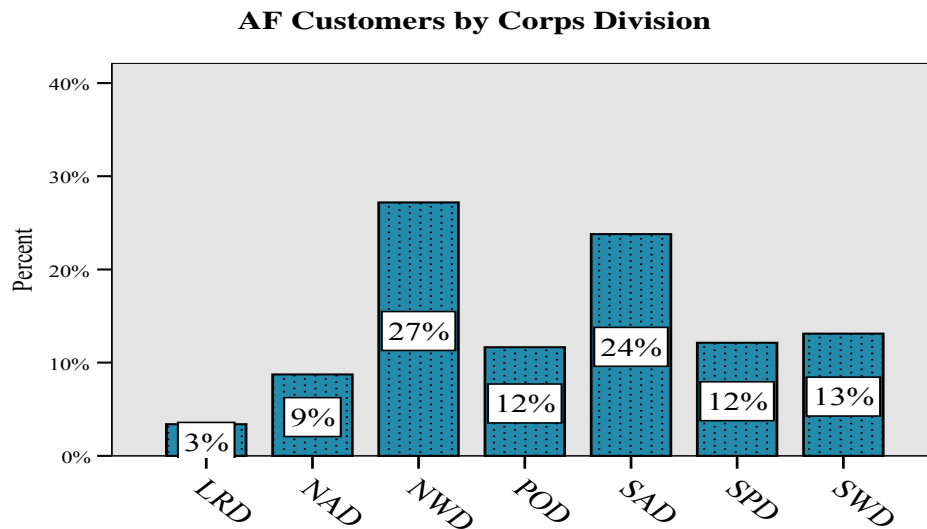
<u>Work Category</u>	<u>#</u>	<u>%</u>
Construction	133	62.7
Environmental	30	14.2
O&M	7	3.3
Real Estate	30	14.2
Other	12	5.7
Total	212	100.0

### Air Force Work Categories FY05



**Figure 3: Primary Category of Work**





**Figure 4: Air Force Customers by Corps Division**

The survey included 21 Districts who serve under the Military Programs Directorate and TransAtlantic Center. In addition a very small number of customers from non-Military Districts were included in the FY05 survey. These districts work within seven Corps Divisions. The greatest proportion of responses was received from customers served by Northwest Division (27%) and South Atlantic Division (24%). Omaha and Mobile Districts had the greatest number of valid responses (37 and 30 customers respectively).

**Table 4: Corps Divisions**

Division	#	%
LRD	7	3.4
NAD	18	8.7
NWD	56	27.2
POD	24	11.7
SAD	49	23.8
SPD	25	12.1
SWD	27	13.1
Total	206	100.0

**Table 5: Corps Districts**

<u>District</u>	<u>#</u>	<u>%</u>		<u>District</u>	<u>#</u>	<u>%</u>
LRL	7	3.3		POJ	3	1.4
NAN	2	0.9		SAM	30	14.2
NAO	4	1.9		SAS	19	9.0
NAE	2	0.9		SPA	9	4.2
NAU	10	4.7		SPL	7	3.3
NWK	1	0.5		SPK	9	4.2
NWO	37	17.5		SWF	16	7.5
NWS	18	8.5		SWL	1	0.5
POA	16	7.5		SWT	10	4.7
POF	2	0.9		TAC	6	2.8
POH	3	1.4		Total	212	100.0

## **§2.2 GENERAL SATISFACTION ITEMS**

The statistical analysis of customer satisfaction ratings was conducted by weighting individual responses by customer organization for each district. For example, there are 4 customer responses from Edwards AFB for Sacramento District. Each response is given an equal weight of 0.25. *I.e.* the assigned weight is equal to the inverse of the number of responses from an organization. The weighting scheme essentially treats the organization as the customer instead of individuals. Throughout the report, items totals will be 127 or less even though the total number of respondents was 212.

The general satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). Respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' For purposes of the following discussion, response categories 1 ('Very Low') and 2 ('Low') will be collapsed and referred to as the 'Low' category representing negative responses. Similarly, categories 4 ('High') and 5 ('Very High') will be collapsed and designated the 'High' category, representing positive responses. A score of '3' may be interpreted as mid-range, average or noncommittal. The following table depicts Corps-wide organizational responses to the eleven general satisfaction indicators. The first column beneath each rating category represents the number of valid responses *i.e.*, the number of responses to each the question excluding 'N/A' and non-responses; the second column (%) shows the percentage of valid responses.

The majority of responses (72 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' and 'Seeks Your Requirements' rated positively by 87 percent of responding organizations each and 'Keeps You Informed' rated high by 84 percent. The indices that received the greatest proportion of negative responses were 'Provides Timely Services' at nine percent low ratings and 'Reasonable Costs' and 'Would be Your Choice for Future Services' at eight percent each.

Two of the more critical items in the survey as 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 81 percent of Air Force customers in the sample indicated the Corps would be their choice in the future. Conversely, a total of 8 % responded USACE would NOT be their choice for future projects and 11% were non-committal. These results show a small improvement over last year. For customers' overall level of satisfaction 80% responded positively, 8% negatively and 13% fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers deserving attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them.

**Table 6: General Satisfaction Items**

<u>General Items</u>	<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Total</u>	
	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
S1 Seeks Your Requirements	5	4.0	12	9.5	109	86.5	126	100.0
S2 Manages Effectively	9	7.1	16	12.7	101	80.2	126	100.0
S3 Treats You as a Team Member	4	3.1	12	9.4	111	87.4	127	100.0
S4 Resolves Your Concerns	7	5.5	14	11.0	106	83.5	127	100.0
S5 Timely Service	11	8.7	20	15.9	95	75.4	126	100.0
S6 Quality Product	7	5.6	20	15.9	99	78.6	126	100.0
S7 Reasonable Costs	10	8.1	25	20.2	89	71.8	124	100.0
S8 Displays Flexibility	4	3.1	18	14.2	105	82.7	127	100.0
S9 Keeps You Informed	6	4.7	14	11.0	107	84.3	127	100.0
S10 Your Future Choice	10	8.1	14	11.3	100	80.6	124	100.0
S11 Overall Satisfaction	10	7.9	16	12.6	101	79.5	127	100.0

Green: Highest Rated

Red: Lowest Rated

## **§2.3 SPECIFIC SERVICES ITEMS**

Items 12 through 34 of the Military Customer Survey solicit customers' opinions concerning 23 specific services and products. Again respondents could choose from response categories ranging from '1' for 'Very Low' to '5' for 'Very High.' All ratings were weighted by customer organization.

Again, for discussion purposes, we will collapse ratings into 'Low', 'Mid-range' and 'High' categories. The percentages represent the proportions of valid responses, i.e., the percentage of responses of all participants who answered the question. The detailed responses to these 23 indicators (before collapsing categories) are displayed in Table C-2 of Appendix C. A large number of customers left one or more items blank in this section. The average percentage of non-response was 50 percent of the sample. The proportion of the sample who did not rate a specific service ranged from as low as 22 percent on Item 18: 'Project Management Services' to a high of 94 percent on Item 30: 'Privatization Support'. Extremely low response rates were also found for Item 16: 'BRAC'.

The proportion of high ratings for the specific services<sup>6</sup> items ranged from 61 to 86 percent. The top three most highly rated items were 'Planning Services (Master, Mobilization...)' and Investigations/Inspections (Non-Environmental) at 81 percent high ratings each and Funds Management at 80% high ratings. 'Environmental Compliance' has been among the highest rated in the previous two years but ratings have fallen in FY05.

The specific services that received the lowest ratings were 'Timely Construction' at 14 percent low ratings, 'Project Documentation (1391s, 1354s)' and AE Contract Services' at 11 percent each. As last year 'Timely Construction' was the lowest rated service. However, unlike the years previous to FY04, 'Warranty Support' and 'Real Estate' services were not among the more poorly rated.

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<sup>6</sup> BRAC & Privatization Support were excluded from comparisons due to limited responses.

**Table 7: Specific Services Items<sup>7</sup>**

Specific Services	Low		Mid-range		High		Total	
	#	%	#	%	#	%	#	%
S12 Planning (Master, Mobiliz...)	2	5.4	5	13.5	30	81.1	37	100.0
S13 Investigation/Inspections	1	3.8	4	15.4	21	80.8	26	100.0
S14 Environmental Studies	3	8.1	6	16.2	28	75.7	37	100.0
S15 Environmental Compliance	3	9.1	6	18.2	24	72.7	33	100.0
S16 BRAC	1	7.1	1	7.1	12	85.7	14	100.0
S17 Real Estate	4	9.1	10	22.7	30	68.2	44	100.0
S18 Project Management	7	7.1	13	13.3	78	79.6	98	100.0
S19 Project Documentation	8	10.5	14	18.4	54	71.1	76	100.0
S20 Funds Management	5	5.7	12	13.8	70	80.5	87	100.0
S21 A/E Contracts	10	10.9	15	16.3	67	72.8	92	100.0
S22 Engineering Design	10	10.4	16	16.7	70	72.9	96	100.0
S23 IDIQ Contracts	3	7.0	10	23.3	30	69.8	43	100.0
S24 Construction Quality	5	5.1	18	18.4	75	76.5	98	100.0
S25 Timely Construction	13	13.7	24	25.3	58	61.1	95	100.0
S26 Construction Turnover	8	9.1	18	20.5	62	70.5	88	100.0
S27 Warranty Support	5	6.4	22	28.2	51	65.4	78	100.0
S28 End-user Satisfaction	4	4.2	18	18.8	74	77.1	96	100.0
S29 Maintainability	3	3.3	16	17.4	73	79.3	92	100.0
S30 Privatization Support	1	11.1	3	33.3	5	55.6	9	100.0
S31 IS Checkbook	0	0	0	0	0	0	0	100.0
S32 On-site Project Mgmt	7	8.1	12	14.0	67	77.9	86	100.0
S33 Value of S&R	5	6.6	13	17.1	58	76.3	76	100.0
S34 Value of S&A	6	7.7	14	17.9	58	74.4	78	100.0

Green: Highest Rated

Red: Lowest Rated

<sup>7</sup> Items S16, S30 not included in item comparison due to low response rate.

## §2.4 CUSTOMER COMMENTS

The survey includes a blank ‘explanation field’ beside each survey item. In addition, customers were given the opportunity to provide general comments at the end of the survey. A total of 149 or 70 percent of all Air Force customers submitted comments. Of these, 65 (44%) made overall favorable comments, 33 (22%) made negative comments, 46 (31%) customers’ comments contained mixed information (positive and negative statements), and 5 (3%) respondents’ comments were purely informational in nature, neither positive nor negative.

The two most frequently cited positive comments were ‘Overall good job’ (49 customers) and ‘Compliments to individuals/staff’ (40 customers). The most frequent negative comment concerned ‘Timely Construction’ (26 customers) and ‘Choice for Future Work’ (24 customers). Other areas of services that received a large number of negative comments concern ‘Reasonable Cost’ (23 customers), ‘Timely Service’ (22), ‘AE Contract services’ (22 customers) and ‘Manages Effectively’ (20).

The top two most frequently cited positive comments were the same as the last three years. ‘Timely Construction’ received the greatest number of negative comments last year as well. Unfortunately, the number of negative comments on ‘Choice for Future Work’ has more than tripled compared to last year (from 7 to 24 customers). A summary of all comments is shown below. Note that the total number of comments exceeds 149 as most customers mentioned several issues. The reader will notice a much greater variety and number of specific negative comments. This is because survey participants were asked to provide explanations of any ratings they gave below ‘3’.

A complaint that has continued to surface concerns QA/QC services (12 customers). And for the first time, a large number of customers registered complaints about the lack of staff continuity on their projects (12 customers). This complaint has never surfaced prior to FY05 and should raise a ‘red flag’ as staff relations are integral to customer satisfaction.

**Table 8: Summary of Customer Comments**

<u>Comments on Service Areas</u>	<u>Pos</u>	<u>Neg</u>	<u>Total</u>
S1 Seeks Your Requirements	5	10	15
S2 Manages Effectively	4	20	24
S3 Treats You as Important Member of Team	8	7	15
S4 Resolves Your Concerns	7	16	23
S5 Timely Service	9	22	31
S6 Quality Product	11	14	25
S7 Reasonable Cost	3	23	26

<u>Comments on Service Areas</u>	<u>Pos</u>	<u>Neg</u>	<u>Total</u>
S8 Flexible in Responding to You	6	8	14
S9 Keeps You Informed	13	13	26
S10 Your Choice for Future Work	9	24	33
S11 Overall Satisfaction	49	11	60
S12 Planning (Master, Mobiliz...)	0	4	4
S13 Investigations & Inspections (Non-Envir)	1	3	4
S14 Environmental Studies	0	4	4
S15 Environmental Compliance	2	2	4
S16 BRAC	3	0	3
S17 Real Estate	8	5	13
S18 Project Mgmt	6	8	14
S19 Project Doc's	2	15	17
S20 Funds Mgmt	2	10	12
S21 AE Contract Services	10	22	32
S22 Engineering Design Quality	4	17	21
S23 IDIQ Contracts	2	2	4
S24 Construction Quality	8	13	21
S25 Timely Completion of Construction	4	26	30
S26 Construction Turnover	3	11	14
S27 Contract Warranty Support	5	12	17
S28 End-user Satisfaction	5	6	11
S29 Maintainability of Construction	4	6	10
S30 Privatization Support	0	0	0
S31 IS Checkbook Services	-	-	-
S32 On Site Project Mgmt	24	8	32
S33. Value of S & R	5	10	15
S34. Value of S & A	8	9	17

<u>Additional Comments</u>	<u>Pos</u>	<u>Neg</u>	<u>Total</u>
Comments re: Staff/Individuals	40	4	44
QA/QC	1	12	13
Staff Continuity	0	12	12
Impacts due to COE Policy/Org	0	3	3
Staff Overloaded/ Project Understaffed	0	6	6
Mod's (Costs/Timeliness)	0	6	6
Improvement in Service	5	1	6
Design-Builds	1	7	8
Customer Focus	3	0	3



<u>Additional Comments</u>	<u>Pos</u>	<u>Neg</u>	<u>Total</u>
Improvement in Service	3	1	4
Contracting	0	3	3
Small project work	0	3	3
Project Closeout	0	5	5
Lessons Learned	0	3	3
Customer Survey	4	1	5
Year-end work	0	1	1
AE Accountability	0	3	3
Control/Oversight of AE	0	2	2
COE Accountability	0	4	4
Meeting Customer Requirements	0	3	3
Meet Budget	0	4	4
'One Door to Corps'	0	0	0
Cost Estimating	0	3	3
OH Charges	0	1	1
HVAC	0	3	3
O&M Services	0	0	0
SBA/8A Contract Services	0	1	1
SOW/Bid Package	0	2	2
Prefer Other Provider (NAVFAC, etc)	0	1	1
Charettes	0	0	0
Forestry Services	0	0	0
Upper Mgmt Support	0	2	2
Cost Detail	0	0	0
Line Item Review	0	0	0
Legal Services	0	1	1
Roof Construction	0	2	2
As-Builts	0	1	1
Fuels Expertise	0	0	0
Frequency of Site Visits	0	0	0
Environmental Services	0	0	0
RCI	0	0	0
Dredging services	0	0	0
RPX Process	0	0	0
Value Engineering	0	0	0
Consistency of Service	0	0	0
Electrical Work	0	1	1

### **§3.0 Comparison of Ratings by Customer Subgroups**

Several analyses were conducted to zero in on specific customer subgroups that might be either more or less satisfied than others so that management efforts may directly target the source of good or poor performance. This data provides managers a more in-depth context in which to evaluate customer ratings individually and in the aggregate. Comparative analyses were conducted to examine ratings by major customer group (Air Force vs. Army), by Air Force Command and ratings by primary work category (Construction vs. Environmental vs. Other).

#### **§3.1 Air Force vs. Army Customer Satisfaction**

The objective of the first analysis is to compare customer satisfaction ratings between Air Force and Army customers. Statistical and graphic comparisons were performed to detect any differences for all satisfaction indicators and to determine whether any of these differences are statistically significant. The comparisons revealed Air Force customer ratings are approximately the same as Army on all but one satisfaction indicator. Air Force customers were statistically significantly more satisfied in ‘Construction Maintainability’. These results represent a significant departure from previous years in that subgroup ratings have become more homogeneous. In previous years Air Force customers were consistently more satisfied than Army customers. These findings seem to be the result of two factors: foremost, an improvement in Army scores and stability (in some cases decreases) in Air Force scores. There were six service areas in which statistically significant differences were found in FY04 (vs. one this year); most were construction services. The following gap analyses compare the ratings for the two customer groups for each item. The graphs clearly display the similarity in customer ratings. Actual mean Air Force and Army scores and number of valid responses are shown in Appendix C, Table C-3.

**Table 9: Significant Differences in Ratings Air Force vs. Army**

Item	Statistically Significant Differences <sup>8</sup>
S29 Maintainability	Air Force > Army

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<sup>8</sup> Results were statistically significant at  $\alpha = .05$ .

### Air Force vs Army Ratings

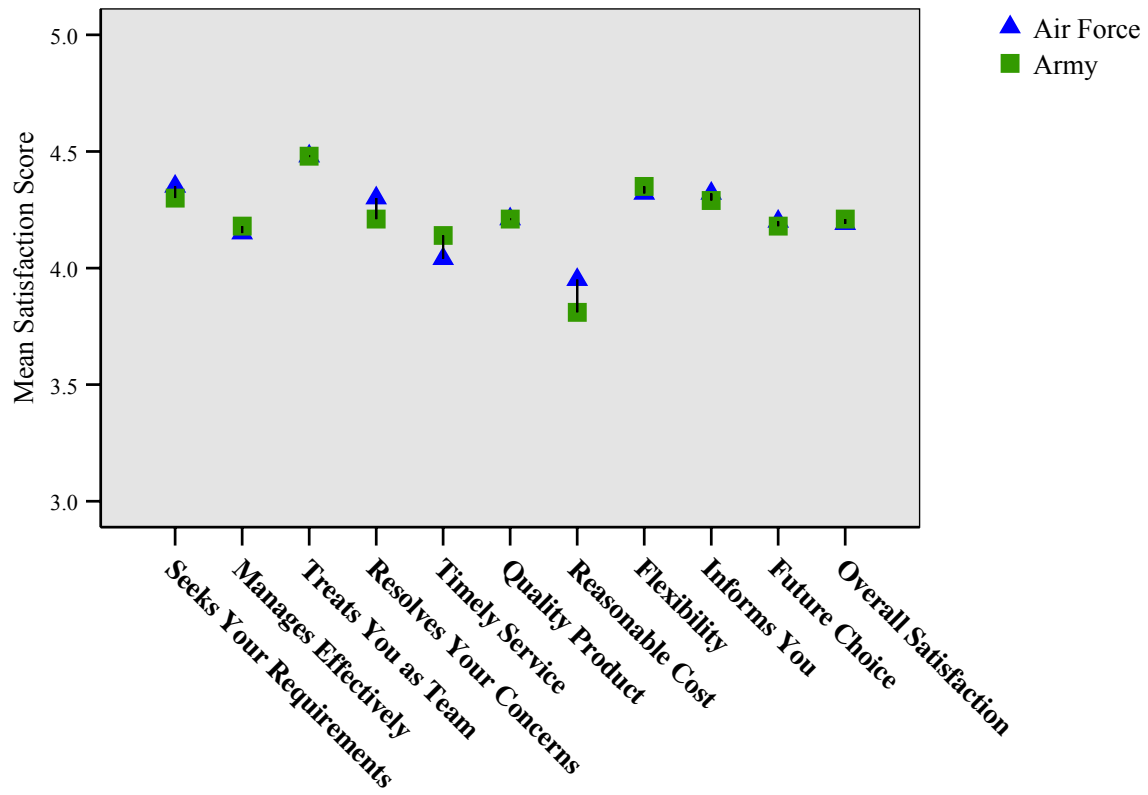
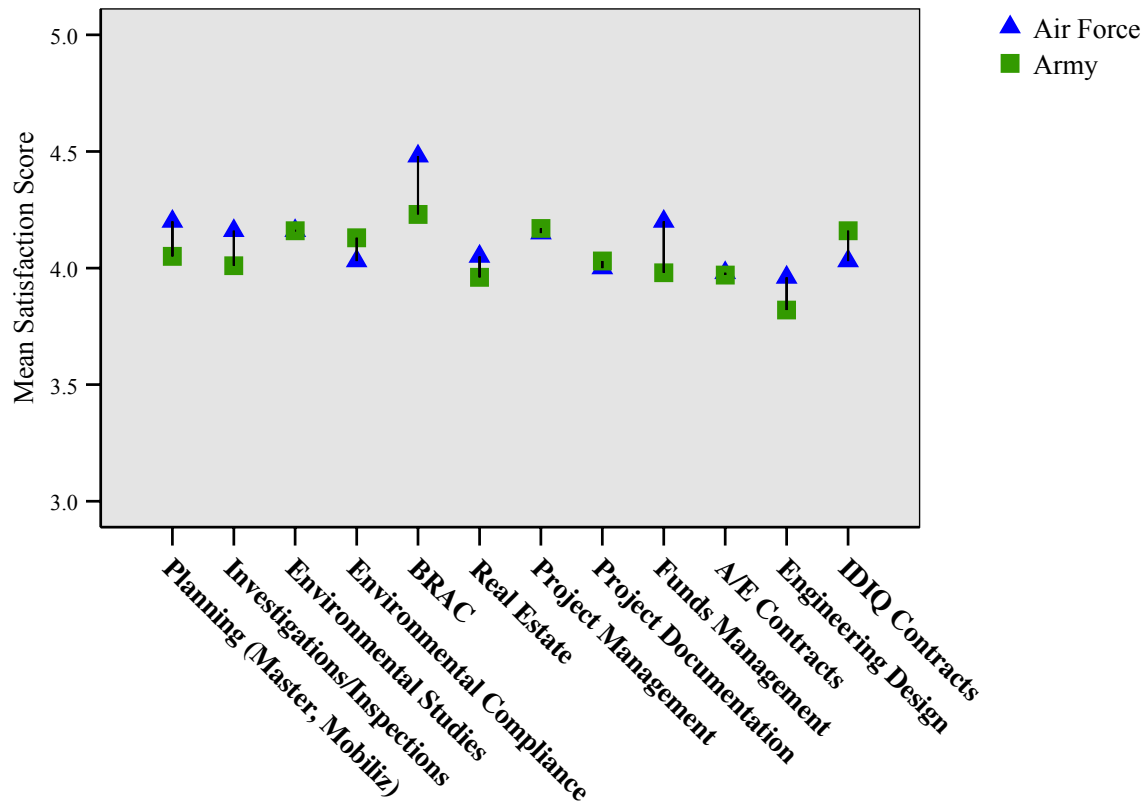
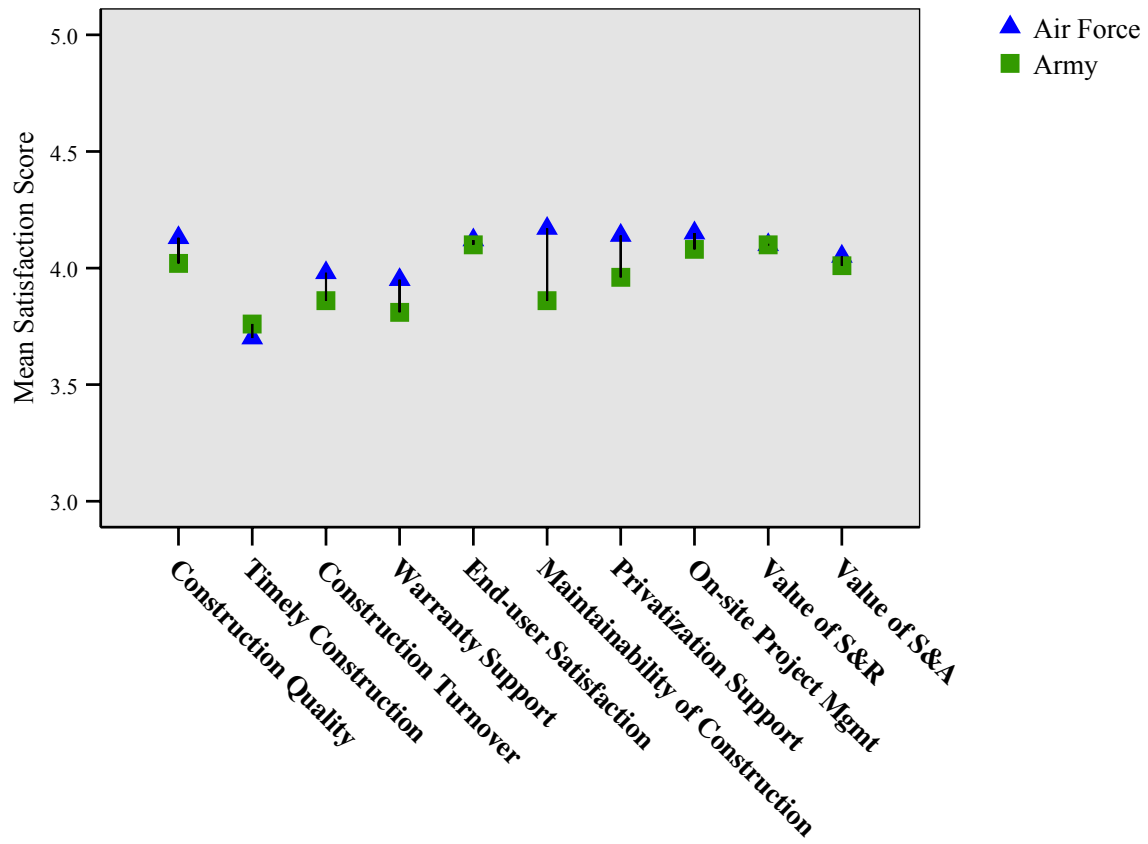


Figure 5: Air Force vs. Army Ratings

## Air Force vs Army Ratings



### Air Force vs Army Ratings



### **3.2 Ratings by Air Force Command**

The greatest number of Air Force customers fall under AETC (44 customers) and ACC and AFMC (34 customers each). The commands specified by the 79 customers who selected 'AF-Other Cmd' included PACAF, AFSPC, AFRC, USAFE, ANG, AFSOC, etc (See table 2 page 8). A significant number of these (21) are under PACAF command so these customers were separated from the 'AF-Other Cmd' category for the purposes of these analyses..

Statistical comparisons were performed to detect any significant differences in ratings among the commands. There were stat significant differences in 12 areas (more than double the number of significant differences of last year). This implies the gaps between satisfied and dissatisfied Air Force Commands may be increasing.

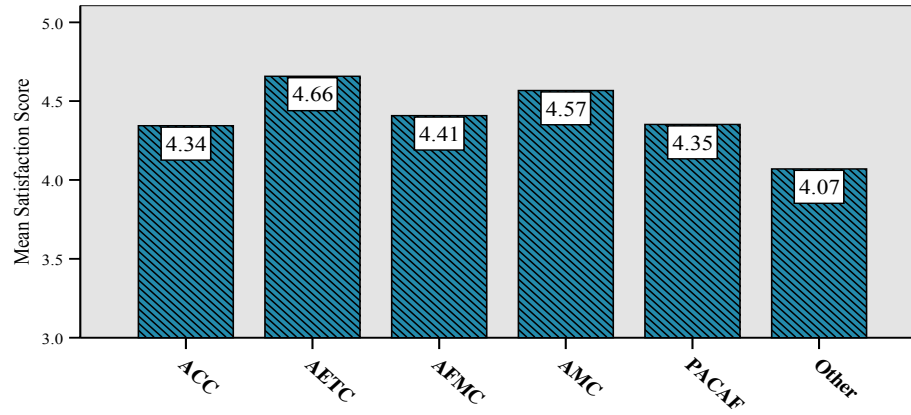
As last year, a very clear pattern emerged. In every case ACC and AETC were significantly more satisfied than 'Other' and in many cases PACAF. Similar differences were seen in the other service areas but these differences weren't large enough to be stat significant. This pattern has been consistent over time; 'Other' has for many years been the least satisfied. Fortunately, there were no significant differences among relationship indicators.

Further analysis of 'AF-Other Cmd' ratings shows ANG, AFSPC and USAFE are the primary sources of most negative ratings. AFSOC and AFRC are the most satisfied of the 'AF-Other Cmd' customers. The improvement in ratings among AFMC customers that occurred in FY03 continues. In FY02 AFMC and 'AF-Other Cmd' customers were significantly less satisfied than ACC and AETC customers. Table C-4 in Appendix C displays mean scores and sample sizes by command.

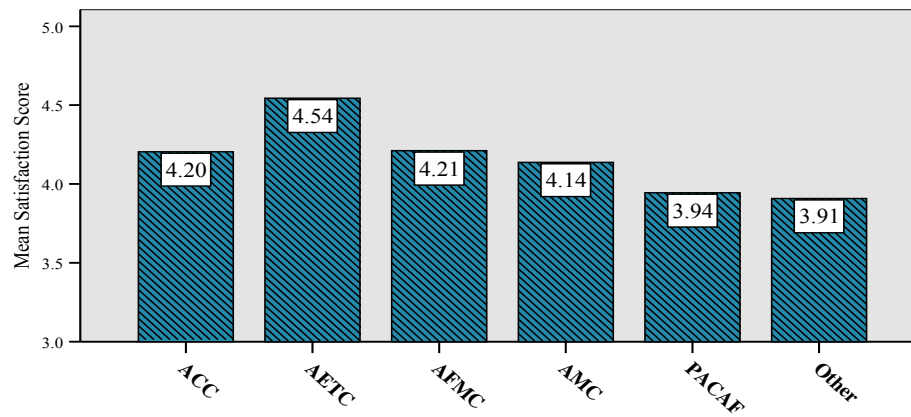
**Table 10: Significant Differences in Ratings by AF Command**

<u>Item</u>	<u>Statistically Significant Differences</u>
S6 Quality Product	AETC > Other
S7 Reasonable Cost	AETC, AFMC > Other
S10 Your Choice for Future Work	AETC, AFMC > Other; AFMC > PACAF
S12 Planning (Master, Mobiliz...)	ACC, AETC, AFMC, AMC > PACAF; AETC > Other
S14 Environmental Studies	ACC, AETC, AFMC, AMC > PACAF; AETC > Other
S15 Environmental Compliance	Multiple Comparisons cannot be computed*.
S19 Project Documentation	ACC, AETC, AFMC, AMC > Other
S20 Funds Management	ACC, AETC > Other
S21 AE Contract Services	ACC, AETC > PACAF, Other
S26 Construction Turnover	ACC, AETC > Other
S33 Value of S & R	ACC, AETC > Other
S34 Value of S & A	ACC, AETC, AFMC > Other

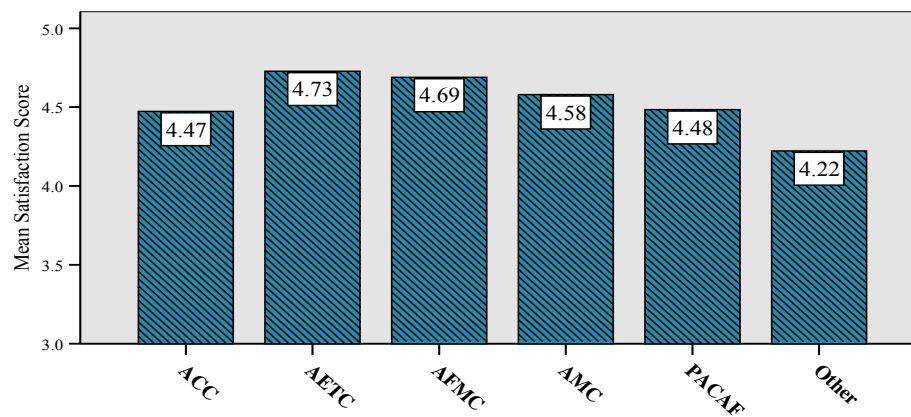
### S1: Seeks Your Requirements



### S2: Manages Effectively



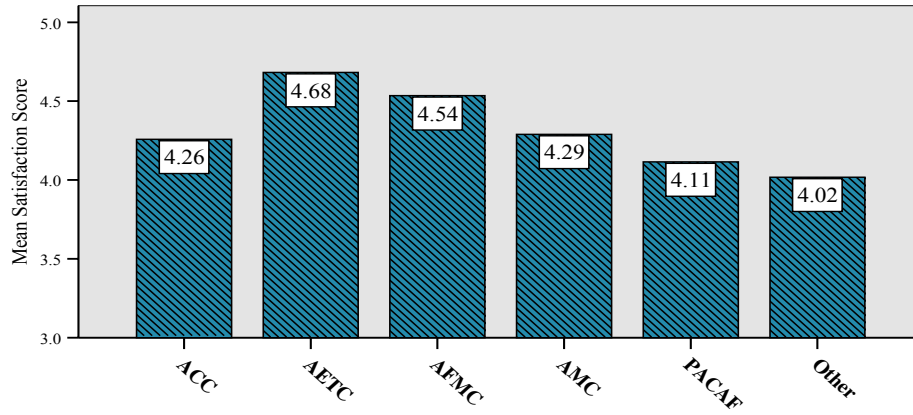
### S3: Treats You as Team Member



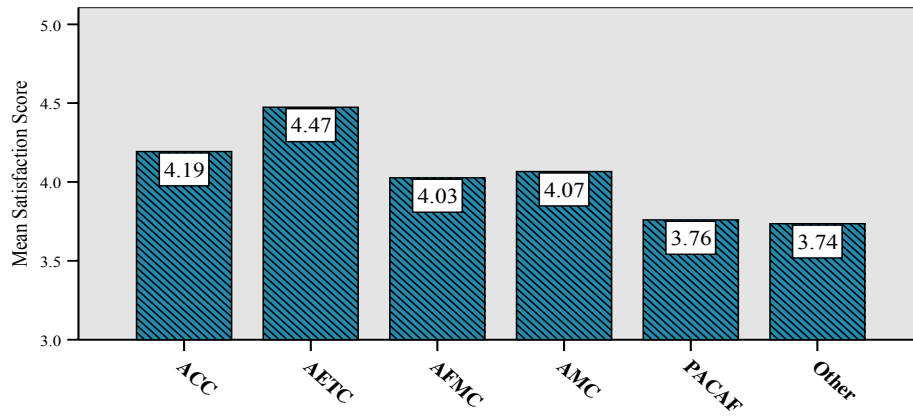
**Figure 6: Ratings by AF Command**



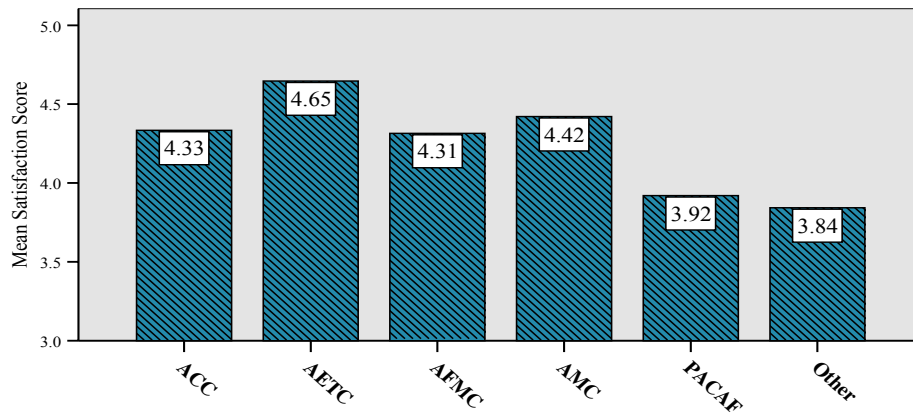
#### S4: Resolves Your Concerns



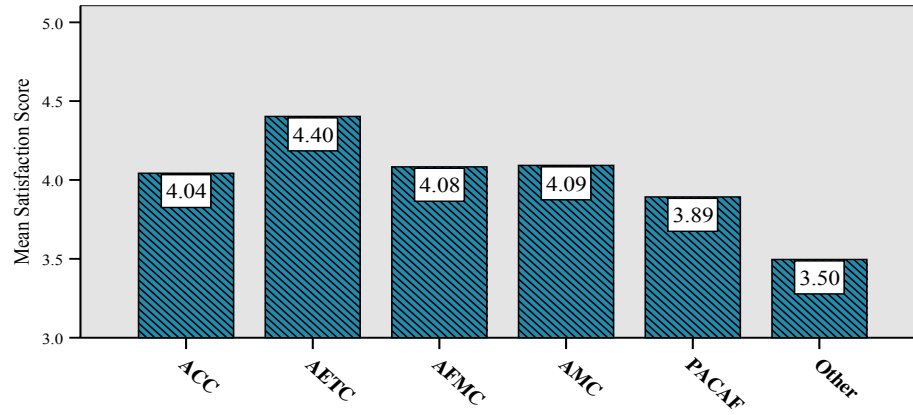
#### S5: Provides Timely Services



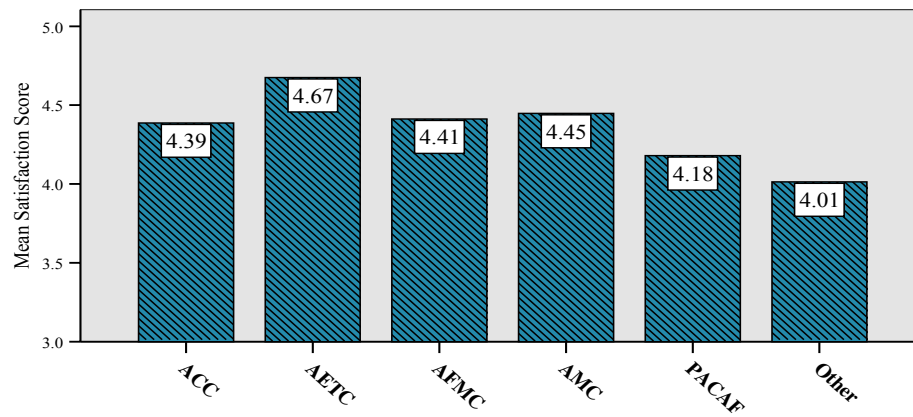
#### S6: Delivers Quality Products



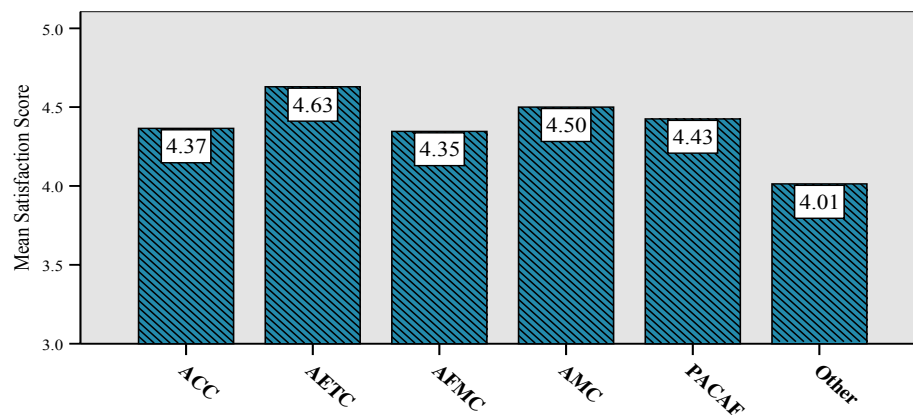
**S7: Products at Reasonable Cost**



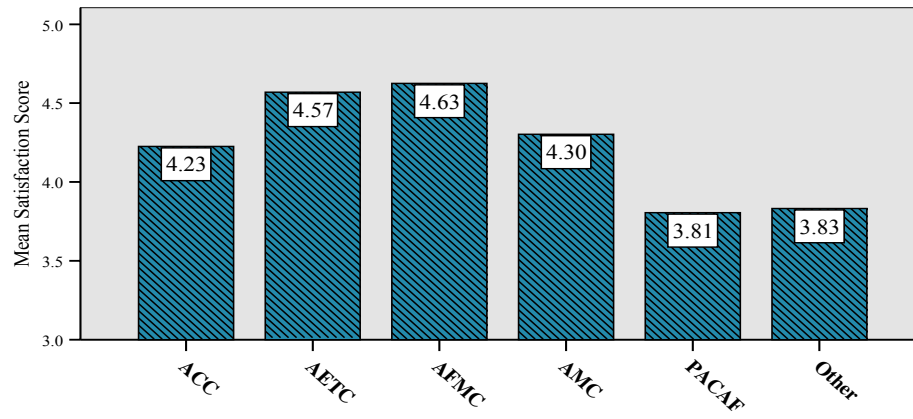
**S8: Flexible to Your Needs**



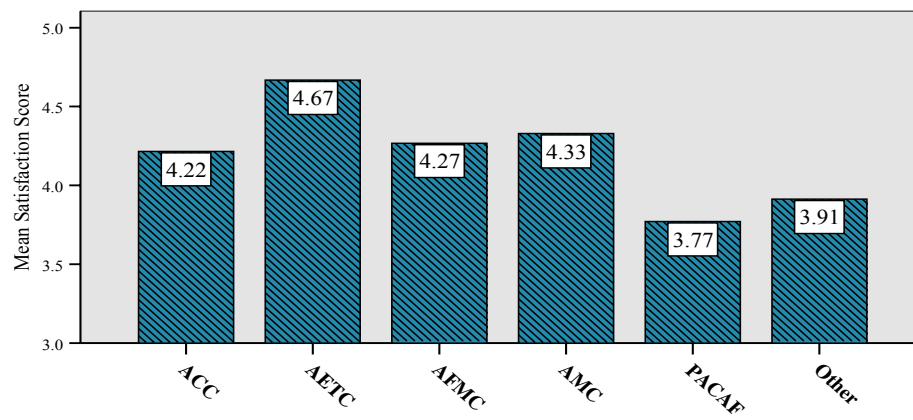
**S9: Keeps You Informed**



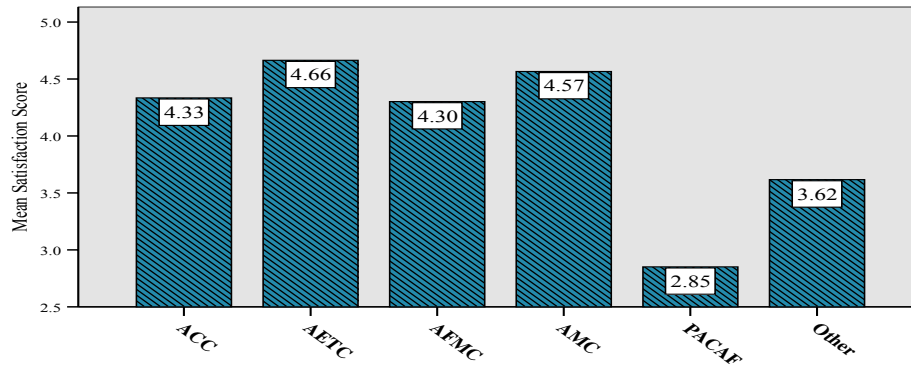
**S10: Your Choice in the Future**



**S11: Overall Satisfaction**

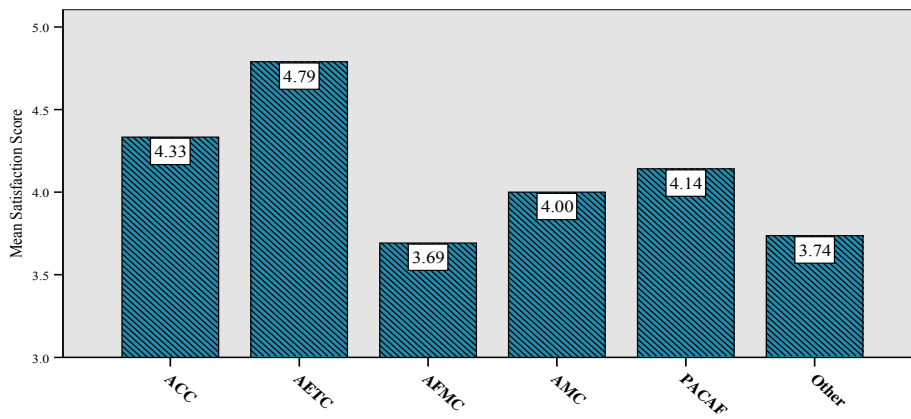


**S12: Planning Services**

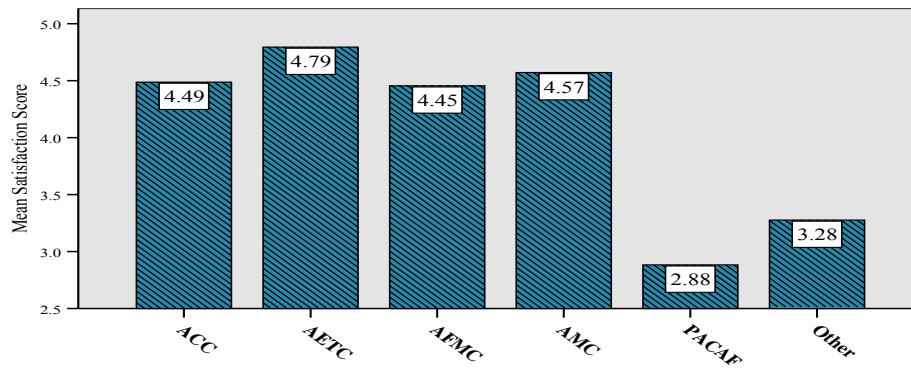


Note Change in scale

**S13: Investigations/Inspections (Non-Environ)**

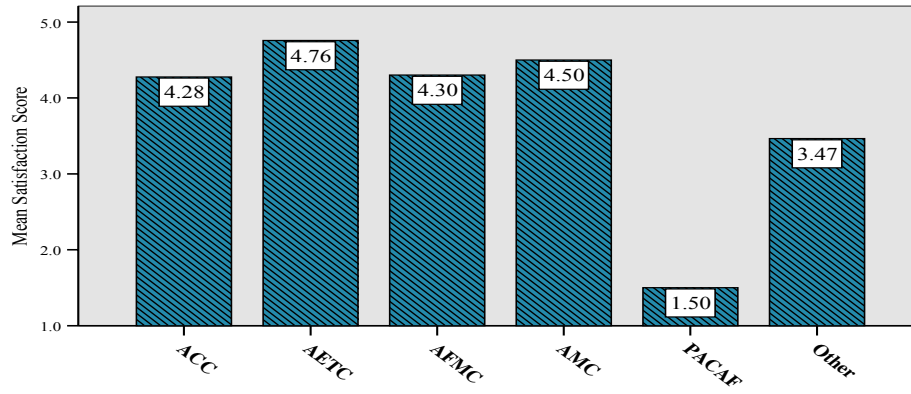


**S14: Environmental Studies**



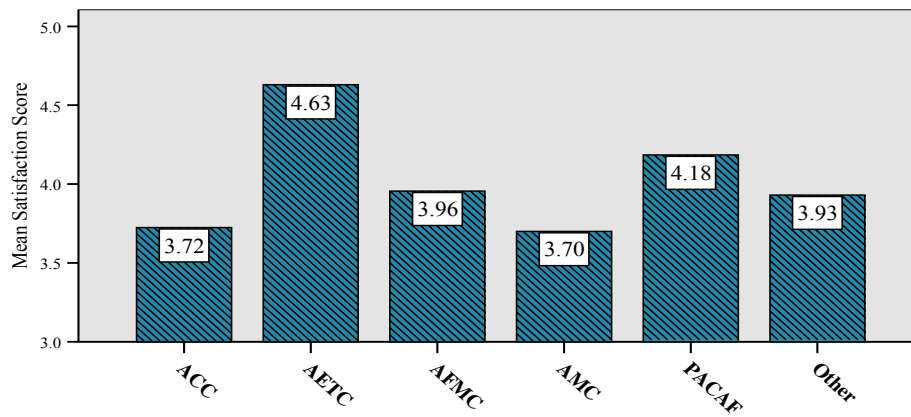
Note Change in scale

### S15: Environmental Compliance

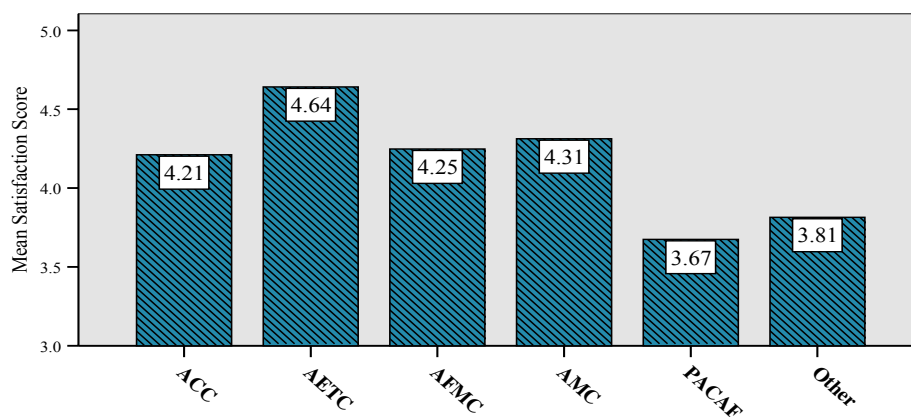


Note Extreme Change in scale

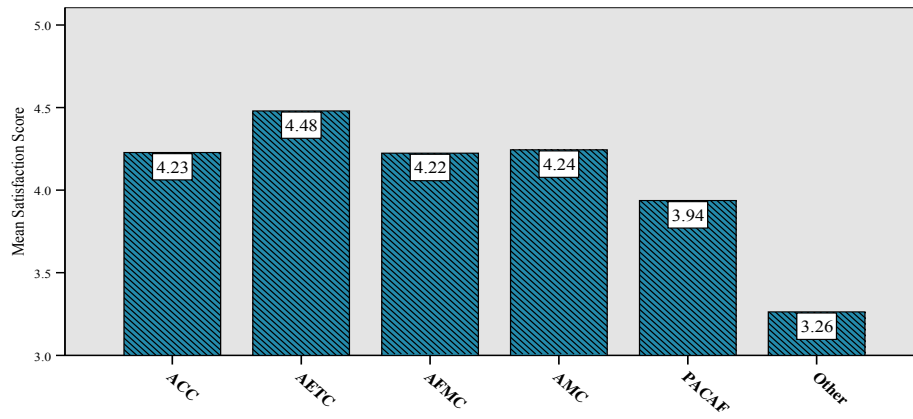
### S17: Real Estate Services



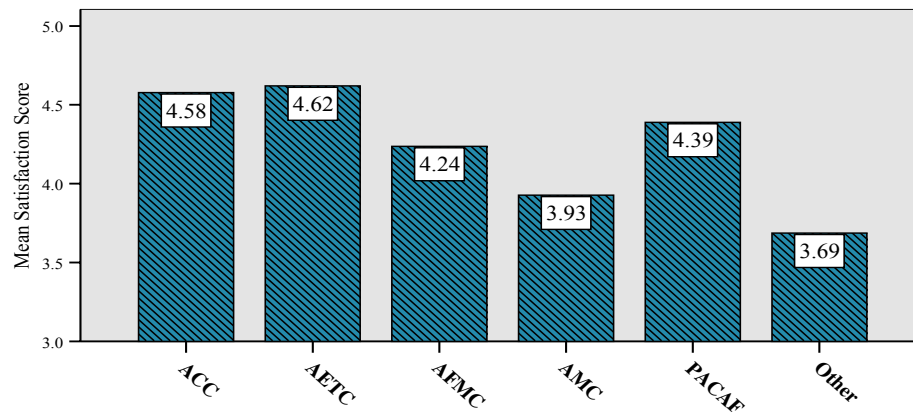
### S18: Project Management



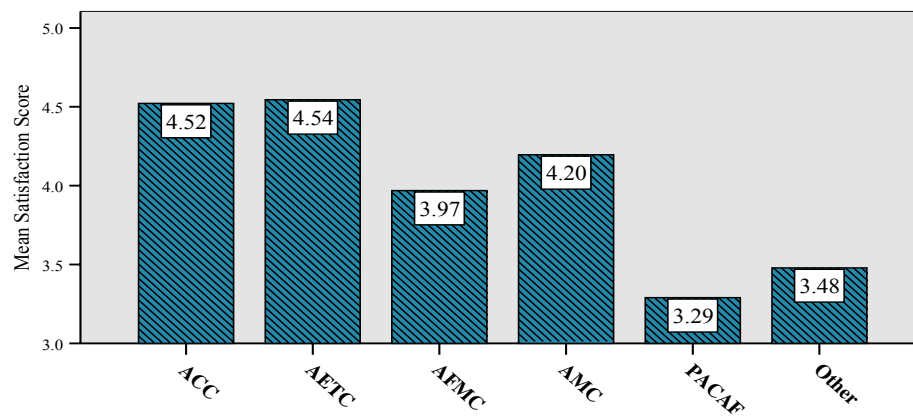
**S19: Project Documents**



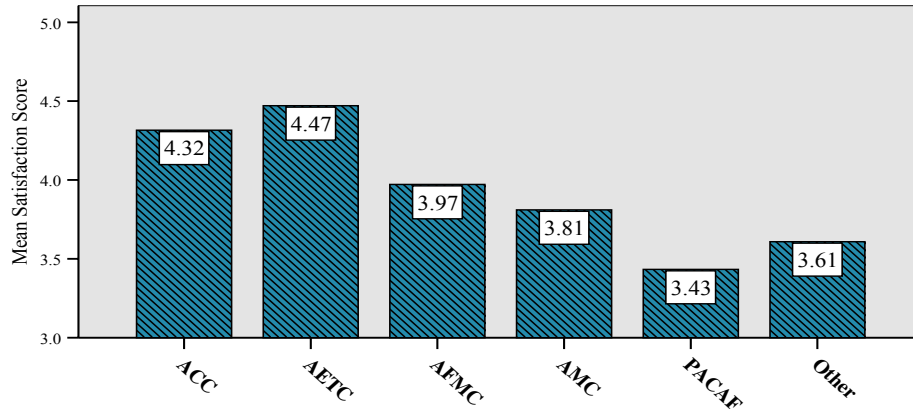
**S20: Funds Management**



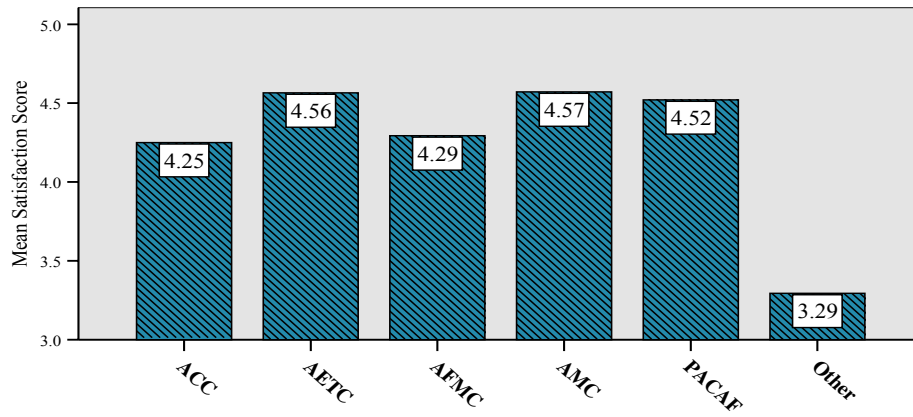
**S21: A/E Contracts**



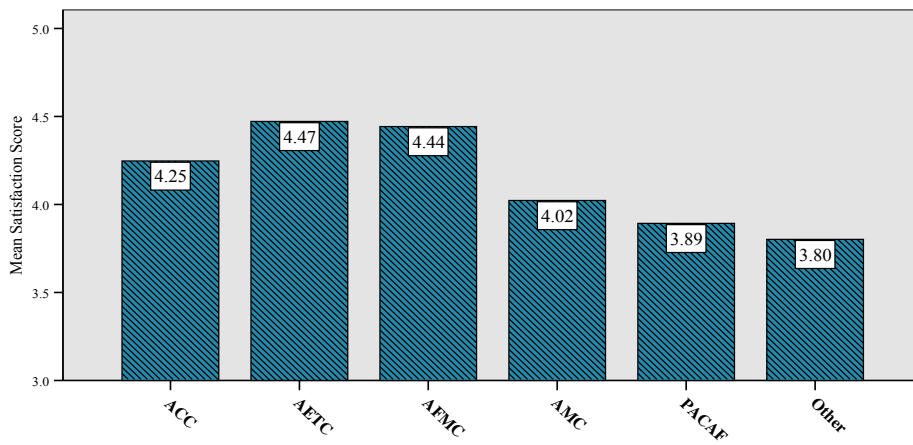
**S22: Engineering Design Quality**



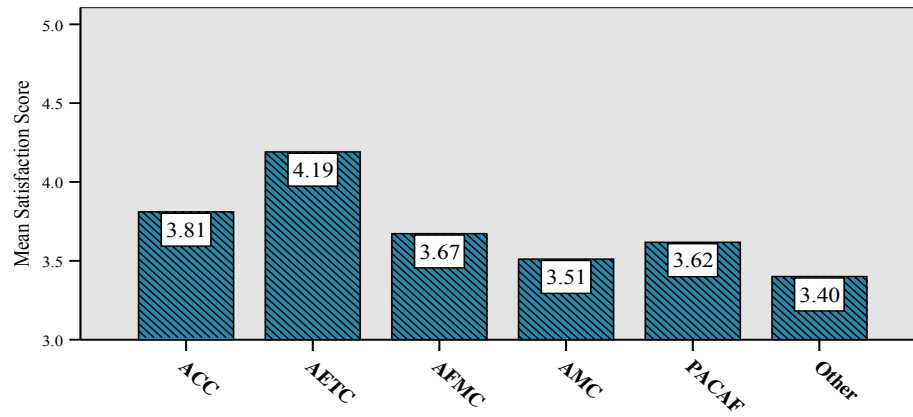
**S23: IDIQ Contracts**



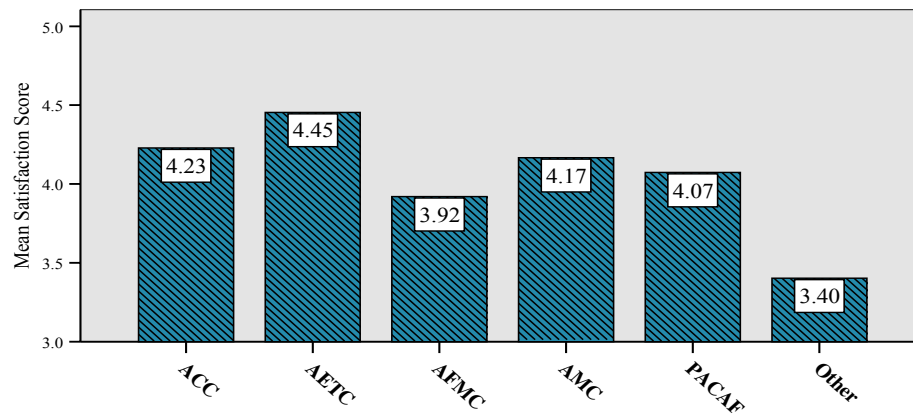
**S24: Construction Quality**



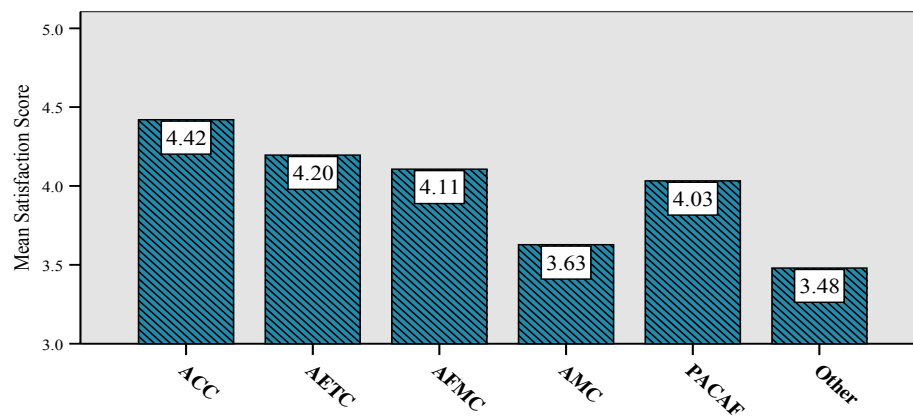
**S25: Timely Construction**



**S26: Construction Turnover**

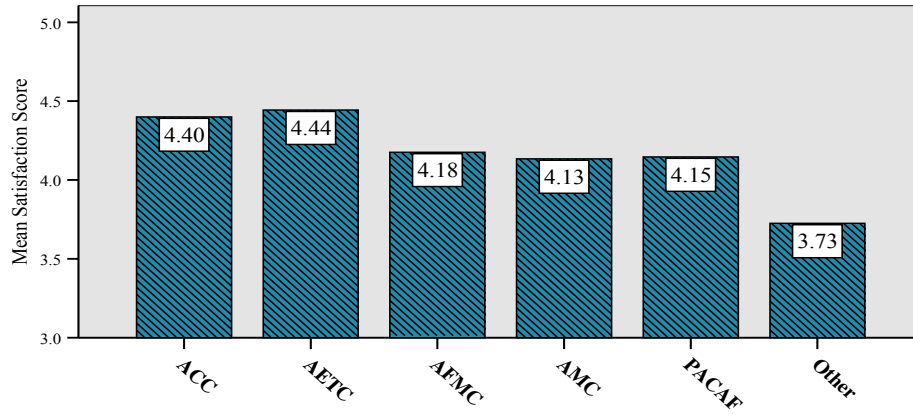


**S27: Contract Warranty Support**

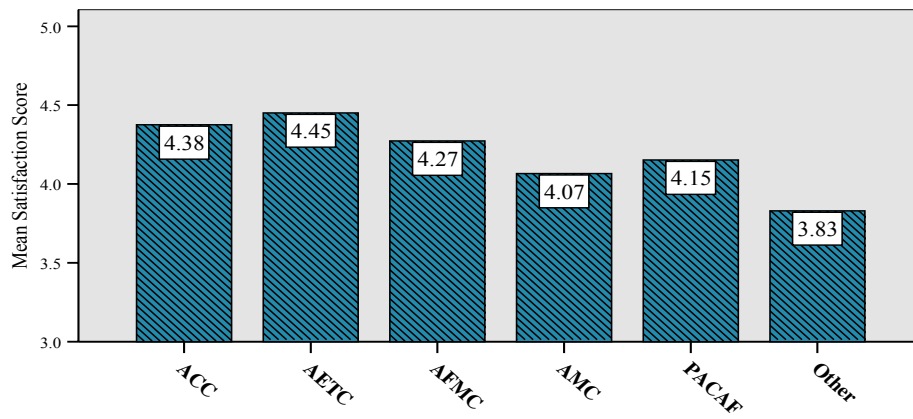




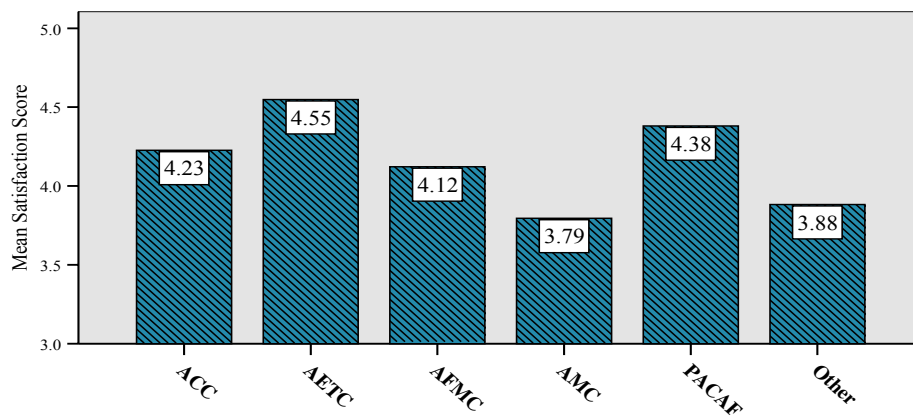
**S28: End-User Satisfaction**



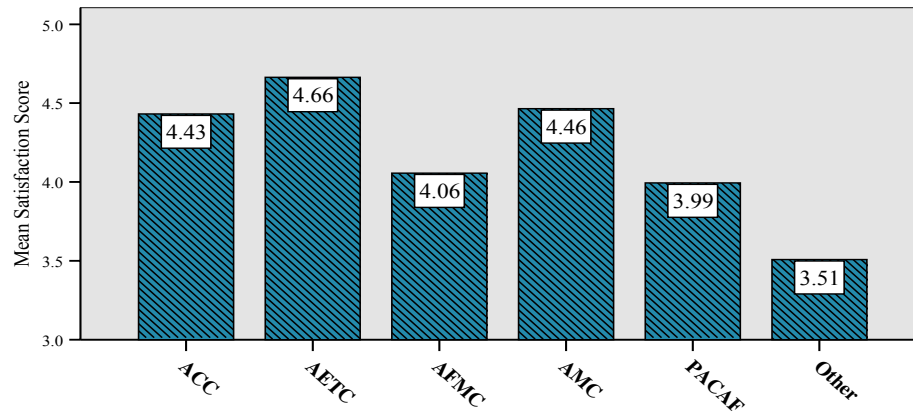
**S29: Construction Maintainability**



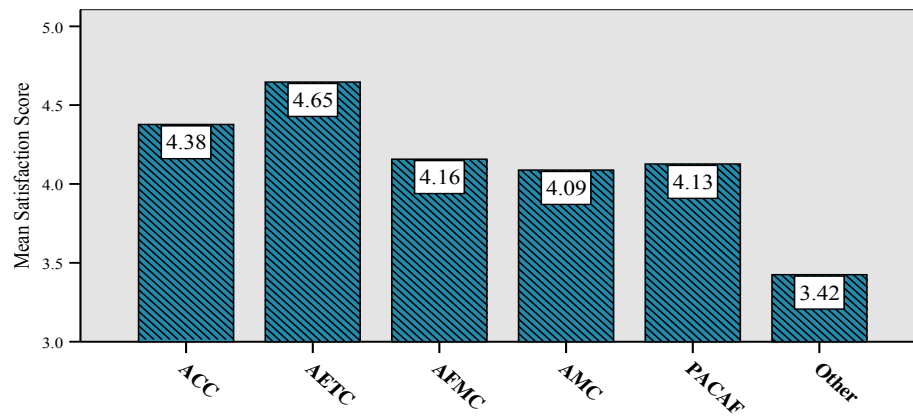
**S32: On-site Project Mgmt**



**S33: Value of S & R**



**S34: Value of S & A**



### 3.3 Ratings by Primary Work Category

Statistical comparisons were performed to detect any differences among primary work categories for selected satisfaction indicators. The work categories include Construction, Environmental, and ‘Other’ where in this analysis ‘Other’ includes Real Estate, O&M and ‘Other’<sup>9</sup>. The satisfaction indicators examined include only the General Satisfaction questions (Items 1-11) plus the Specific Services items that are applicable to all areas of work: ‘Project Management’, ‘Funds Management’, ‘AE Contracts’, ‘IDIQ Contracts’, ‘Value of S & R’ and ‘Value of S & A’.

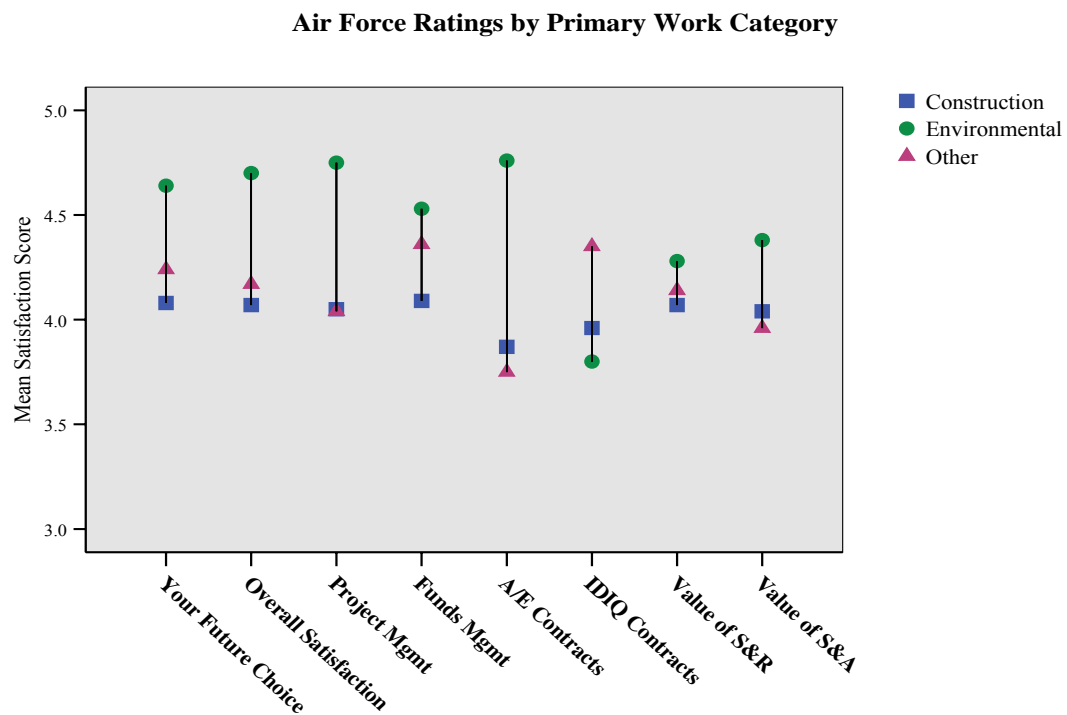
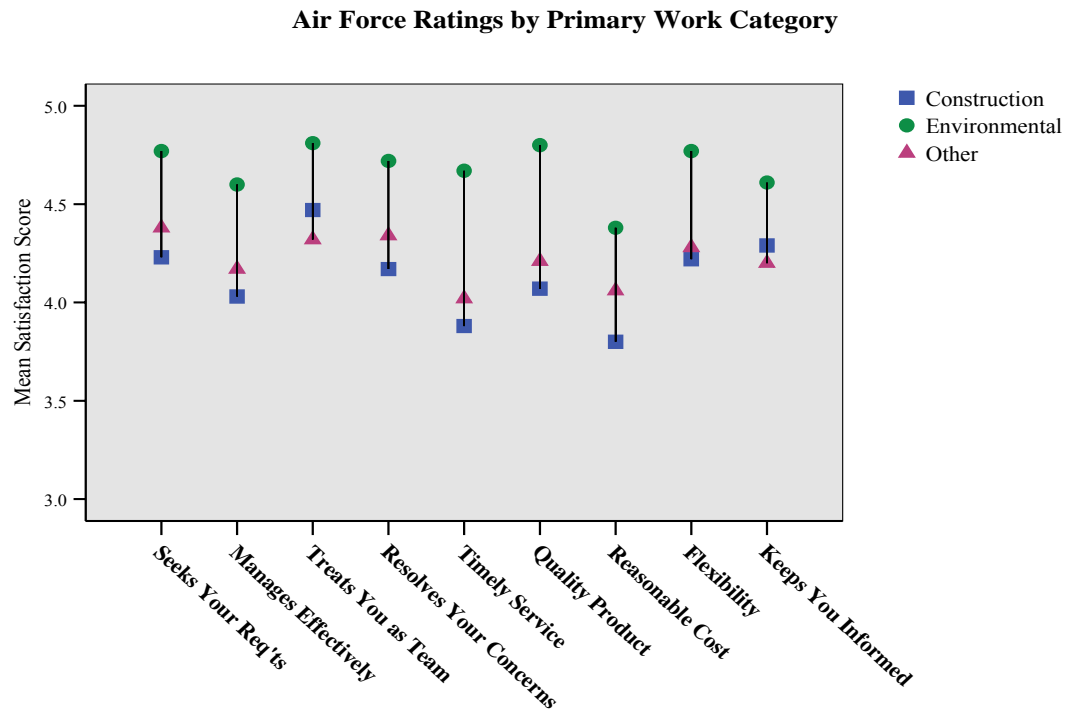
A very striking pattern emerges in these comparisons and is illustrated in the graphs of mean satisfaction scores by work category. As in previous years Environmental customers were consistently the most satisfied group for nearly every indicator. Average ratings by Environmental customers were higher than Construction and ‘Other’ customers for all indices except ‘IDIQ Contracts’. Additionally, these differences were large enough to be statistically significant at  $\alpha = .05$  in many areas. Recall that Construction customers comprise 63 percent of the customer base, Environmental 14 percent and ‘Other’ 23 percent. However, there were far fewer significant differences than last year. This indicates a possible movement toward greater homogeneity in ratings by work category. Another notable difference from previous years is the fact that ‘Environmental Compliance’ was not among the most highly rated specific services as it has been in the past. Table C-5 in Appendix C displays mean subgroup scores and sample sizes.

**Table 11: Significant Differences in Ratings by Work Category**

<u>Item</u>	<u>Statistically Significant Differences</u>
S1 Seeks Your Requirements	Environmental > Construction
S5 Timely Service	Environmental > Construction, Other
S6 Quality Product	Environmental > Construction, Other
S8 Displays Flexibility	Environmental > Construction
S11 Overall Satisfaction	Environmental > Construction
S21 A/E Contract Services	Environmental > Construction, Other

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<sup>9</sup> Customers that checked the ‘Other’ area of services wrote a combination of services such as ‘Design and construction’, or a specialized service.



**Figure 7: Ratings by Work Category**

### 3.4 Nine-Year Trends

The Corps Military Customer Satisfaction Survey has been administered for a total of eleven years. The analysis of trends in ratings is one of the most important outcomes of the survey. Trend analyses can serve as leading indicators of areas in which business processes are proving successful or not. This allows managers the opportunity to intervene before conditions become problematic. The following analysis tracks the past nine-years in customers' assessment of Corps performance. As stated earlier, ratings were calculated by weighting responses by organization. Customer organization data was not available for fiscal years 1995-96. This analysis summarizes up to 1,787 Air Force customer responses. The numbers of actual valid responses vary by item. The number of surveys received by year is displayed in Table 12. Additional demographic information, such as the number of responses by Division and District, is shown in Appendix C, Tables C-6 and C-7.

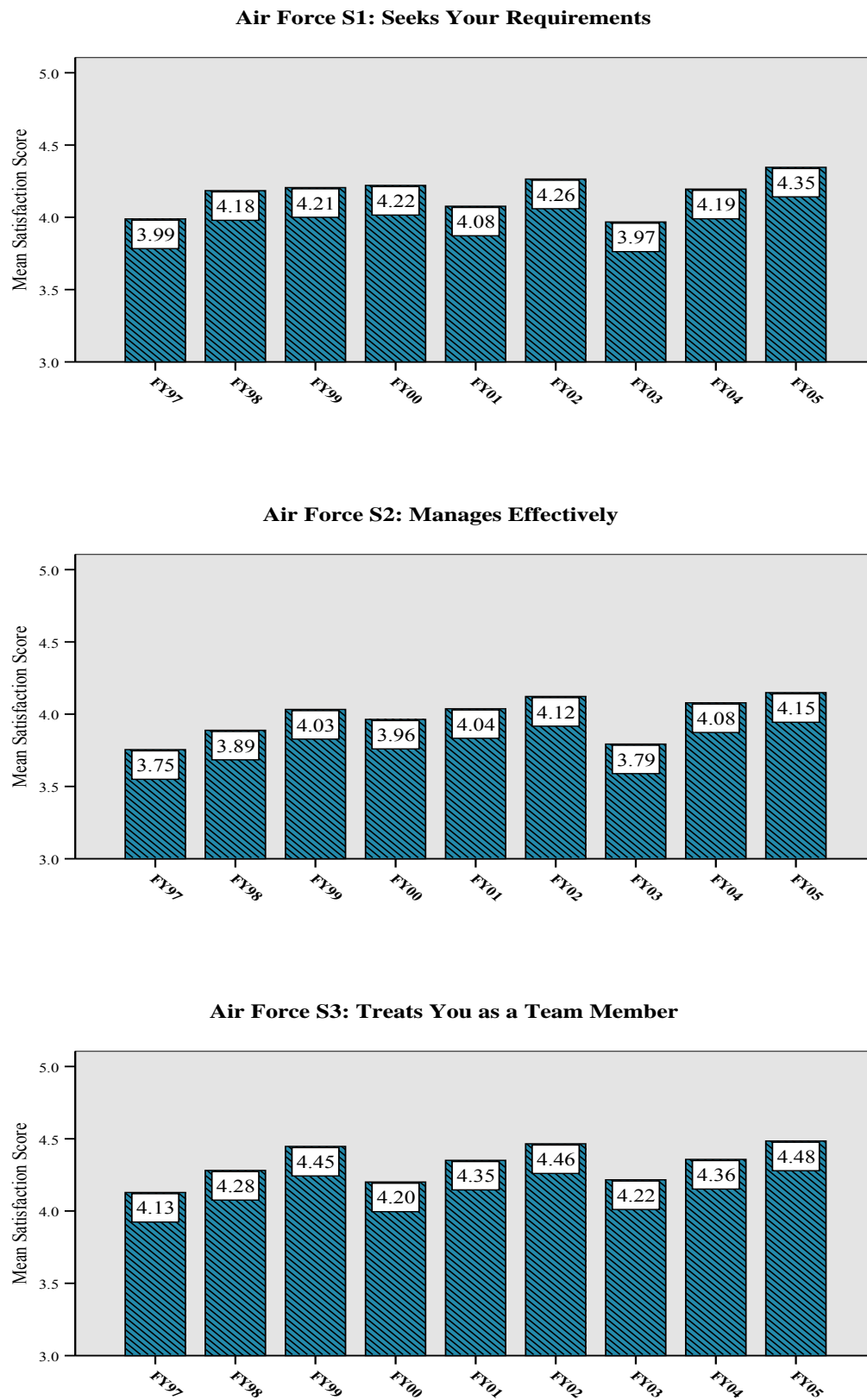
**Table 12: Number of Responses by Year**

Survey Year	# Responses
FY97	241
FY98	193
FY99	189
FY00	185
FY01	204
FY02	190
FY03	179
FY04	194
FY05	212
Total	1787

An unusual pattern is apparent among most satisfaction indicators for Air Force customers. The overall trends in customer ratings are difficult to definitively characterize. No survey item displays a consistent simple pattern (increasing/decreasing/stable) over time. Instead, ratings for most items display a three-year cyclic pattern where ratings rise over the course of three years then drop significantly and begin to rise again. This pattern has occurred for three full cycles over the FY97-99, FY00-02 and FY03-05 periods. Therefore, declines in ratings occurred in FY97, FY00 and FY03. An explanation should be sought for the three-year cycling of ratings. Although in the aggregate Air Force Customers are as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied. Without intervention, one can expect to see a drop in ratings for the FY06 survey. It has been suggested that the drop in ratings may correspond to the change in command at Air Force installations. If this is the case, the appropriate intervention may include quickly contacting new commanders and providing an orientation to ongoing project work.

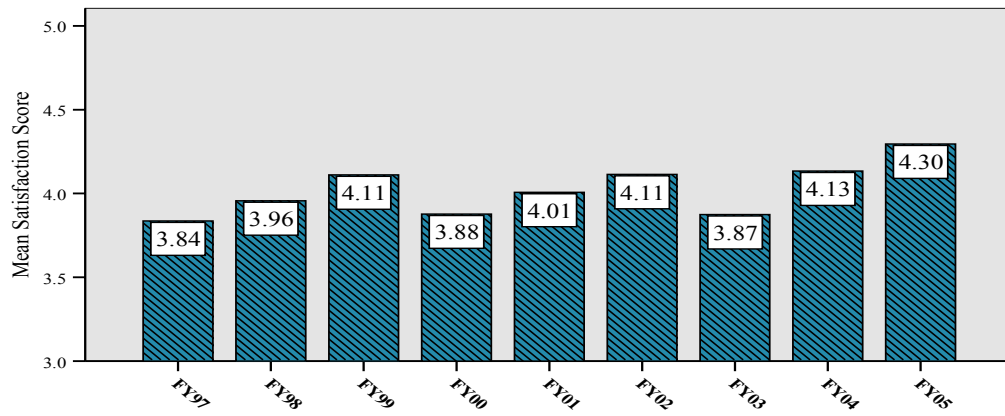
Areas of service that have been problematic in the past include 'Real Estate' and 'Warranty Support'. The first because of the erratic pattern of ratings varying from high to very low over time which may imply inconsistent delivery of services. 'Warranty Support' has been one of the more poorly rated specific service areas. It has shown no measurable improvement since FY98. This area of service remains rated below a mean of 4.0.

## General Satisfaction Items

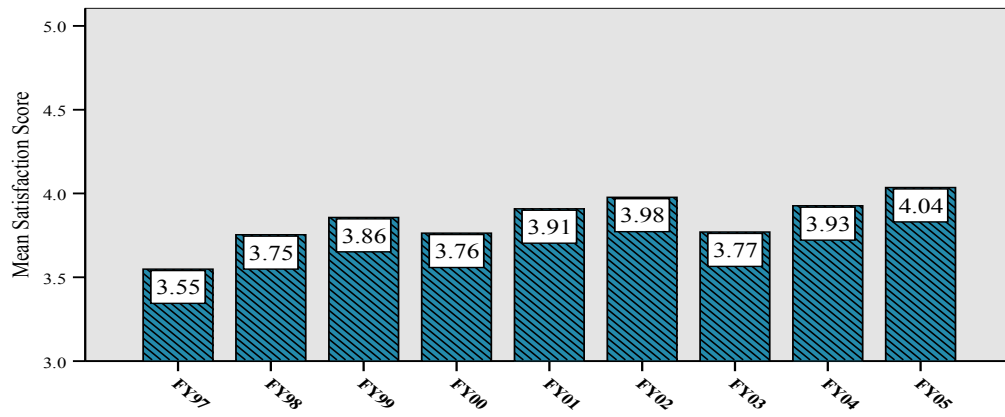


**Figure 7: Air Force Customer Trends**

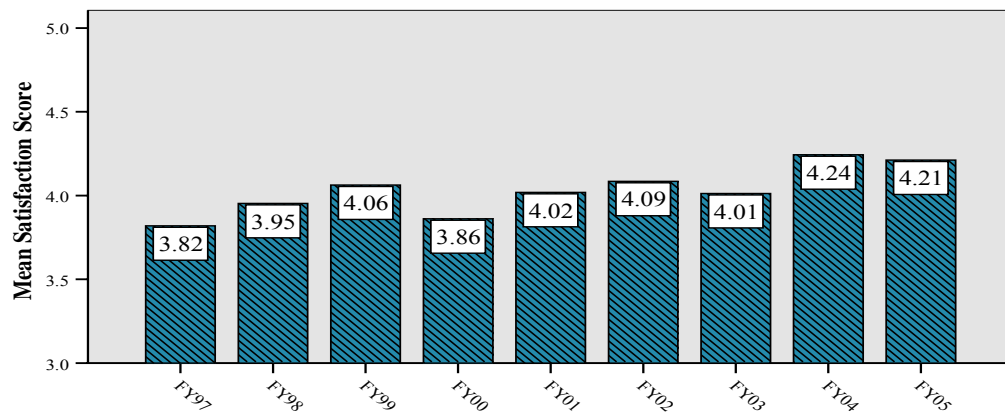
**Air Force S4: Resolves Your Concerns**



**Air Force S5: Provides Timely Services**

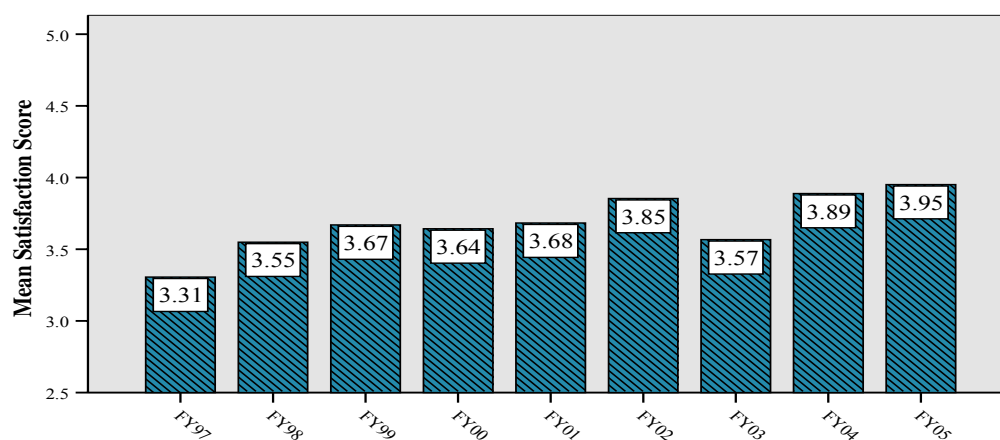


**Air Force S6: Delivers Quality Products**



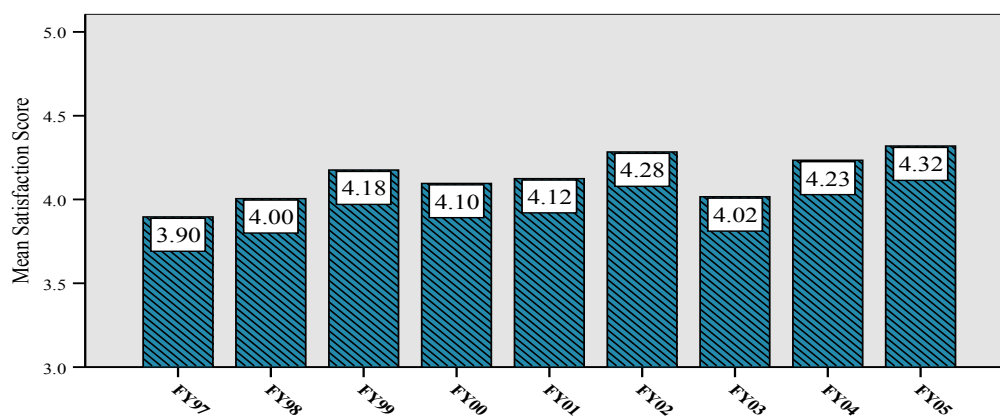


### Air Force S7: Delivers Products at Reasonable Cost

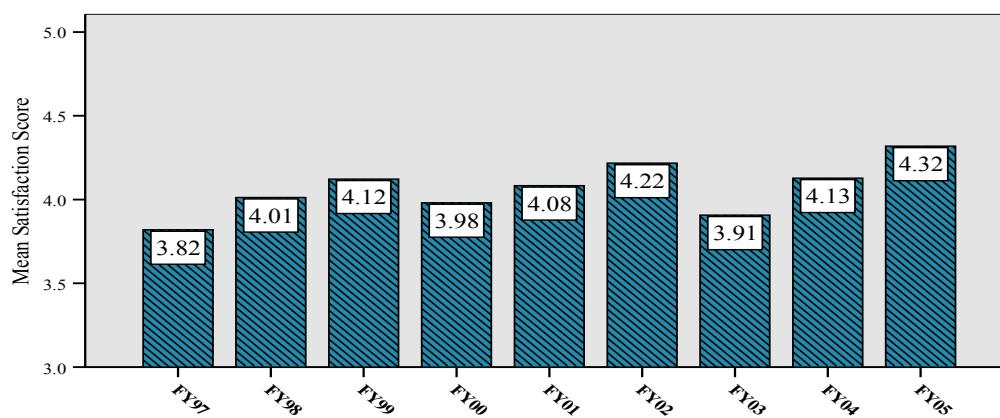


Note Change in scale

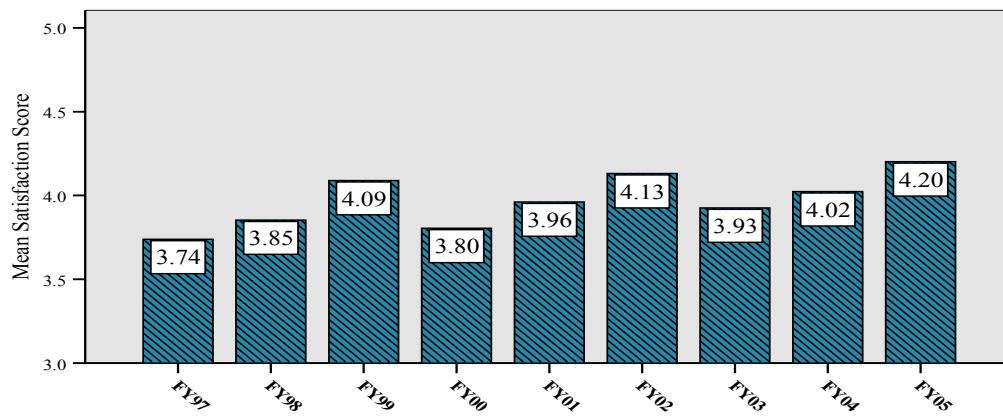
### Air Force S8: Flexible in Responding to Your Needs



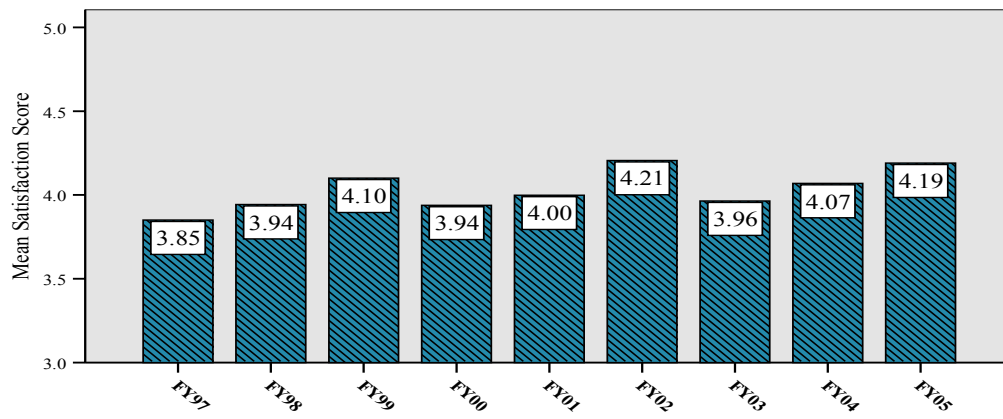
### Air Force S9: Keeps You Informed



**Air Force S10: Your Choice in the Future**

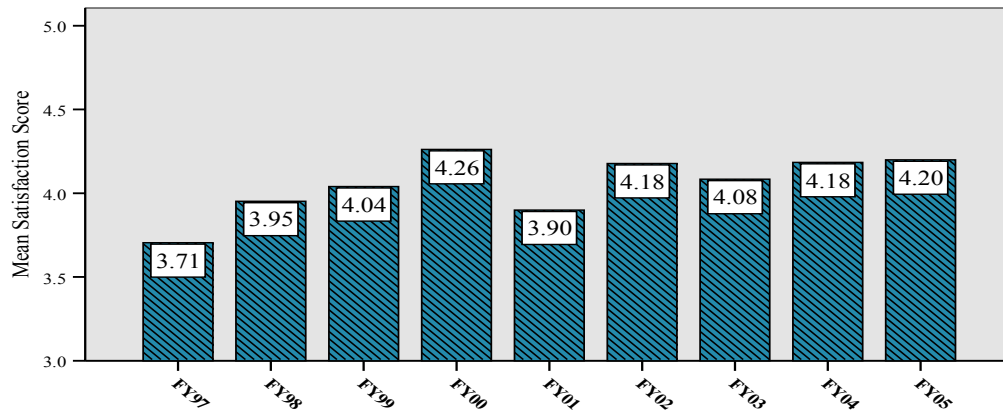


**Air Force S11: Your Overall Satisfaction**

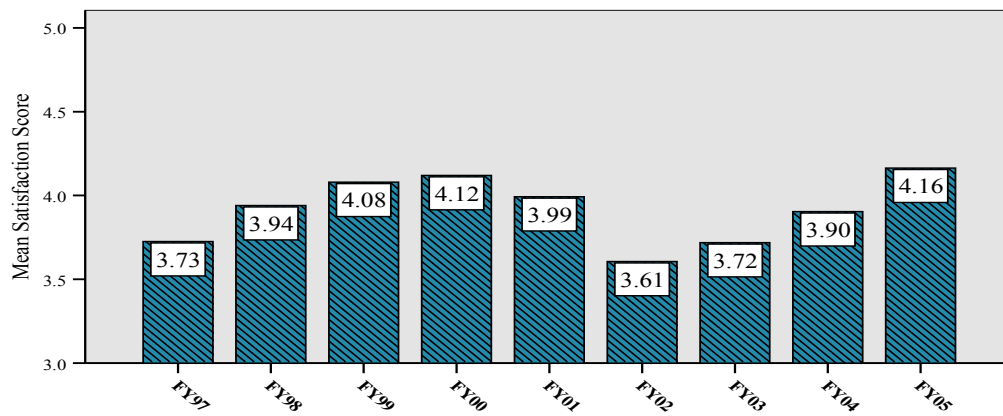


## Specific Services

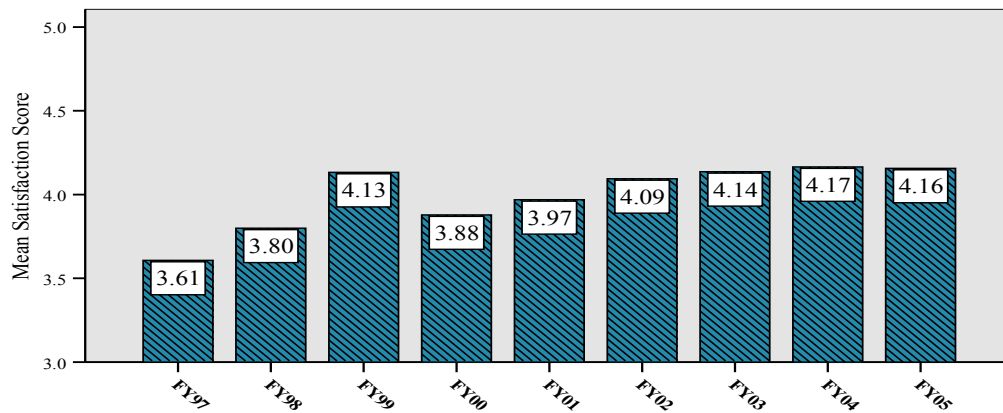
**Air Force S12: Planning (Master, Mobilization..)**



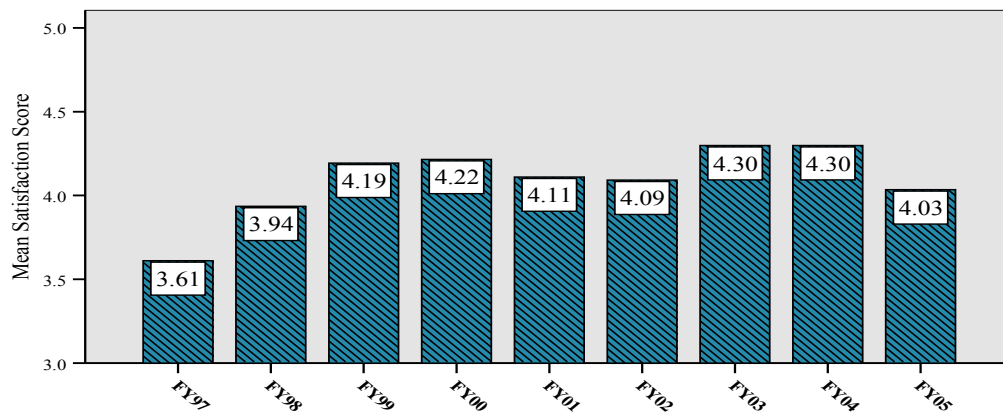
**Air Force S13: Investigations/Inspections (Non-Envir)**



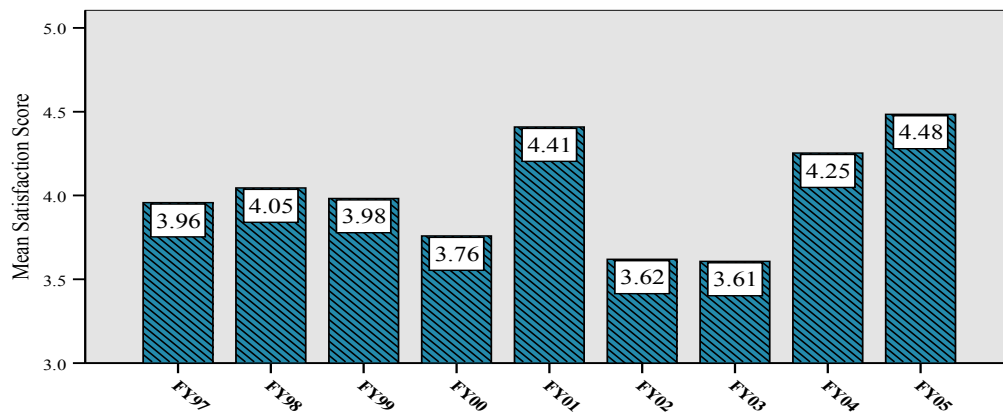
**Air Force S14: Environmental Studies**



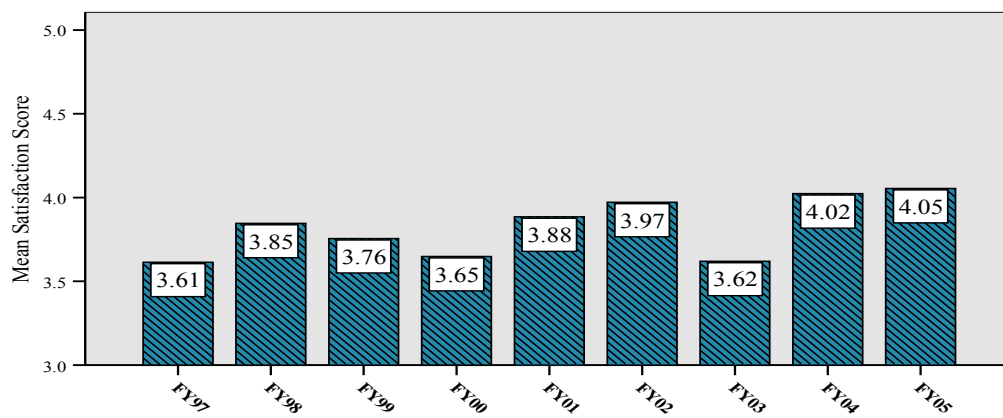
**Air Force S15: Environmental Compliance**



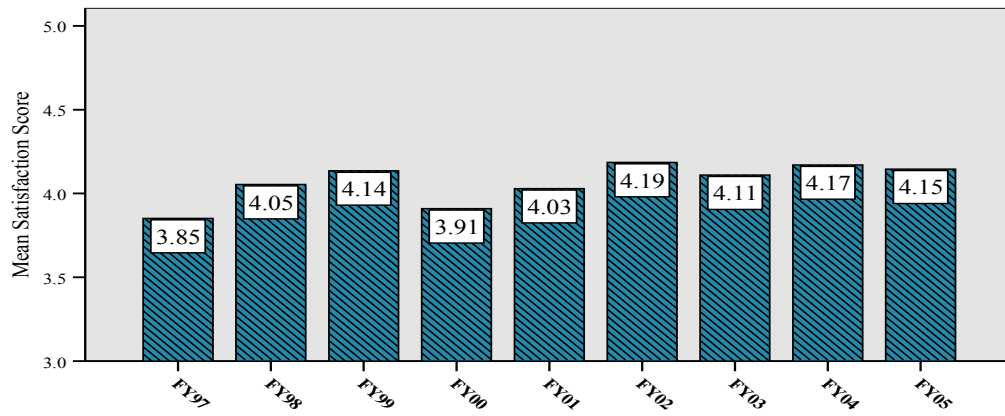
**Air Force S16: BRAC**



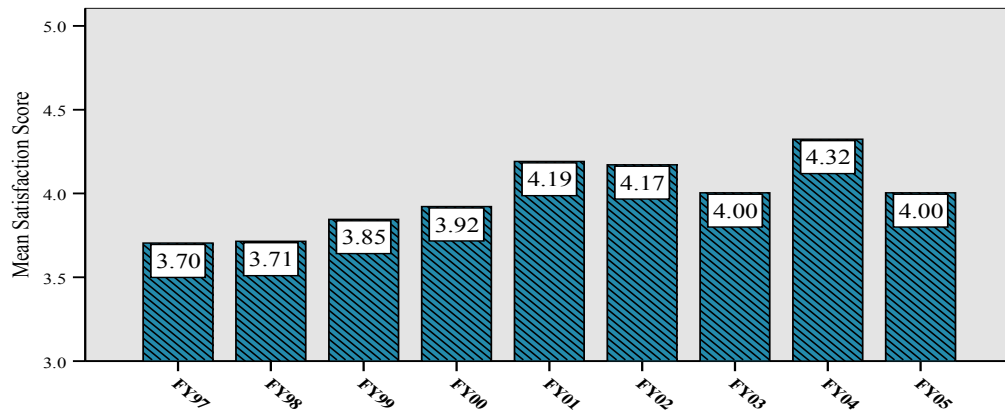
**Air Force S17: Real Estate Services**



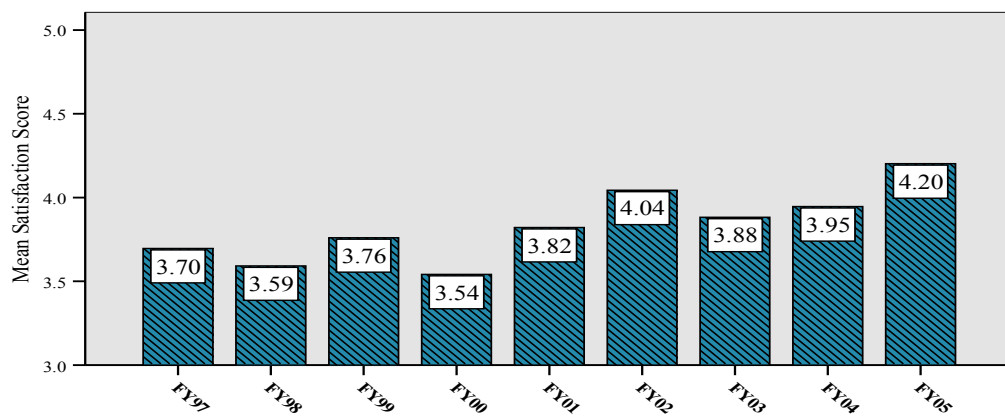
**Air Force S18: Project Management**



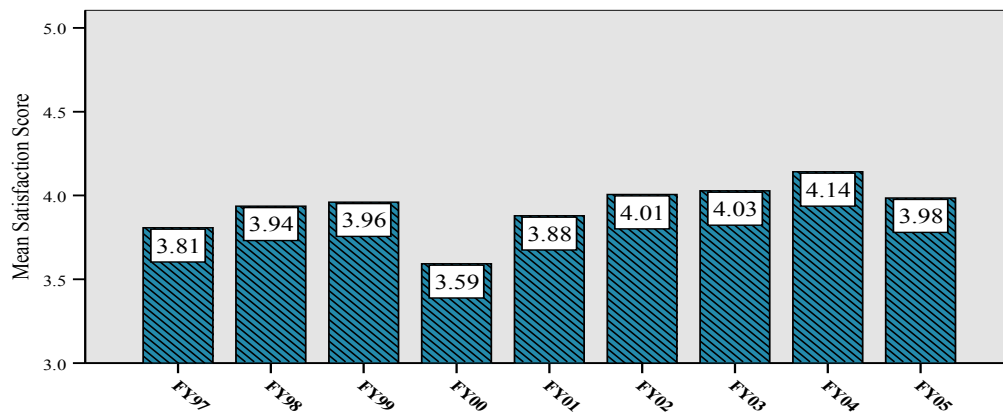
**Air Force S19: Project Documentation (1354, 1391...)**



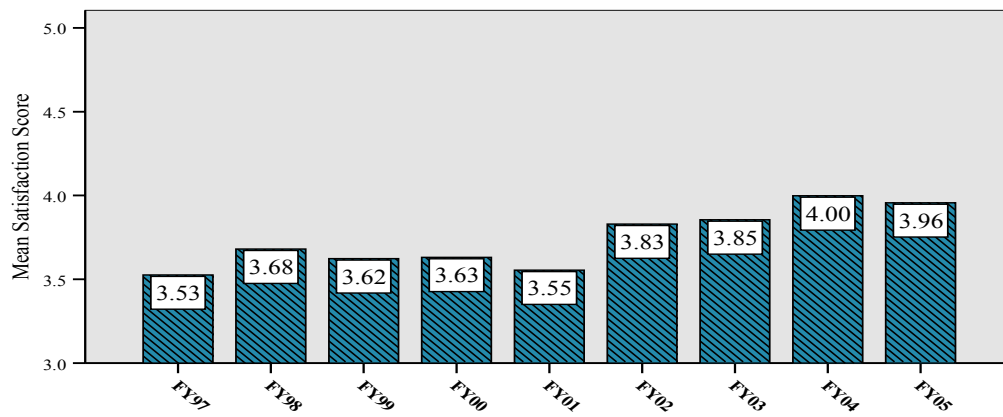
**Air Force S20: Funds Management**



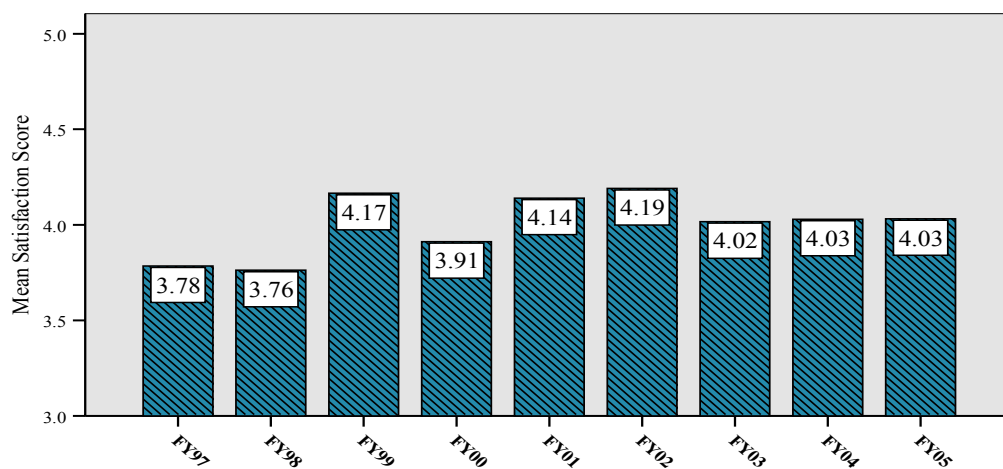
**Air Force S21: A/E Contract Services**



**Air Force S22: Engineering Design Quality**

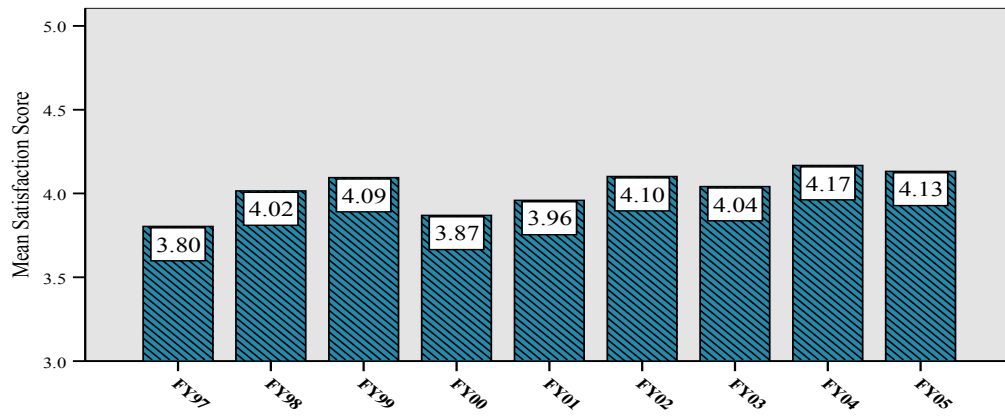


**Air Force S23: JOC/IDIQ Contracts**

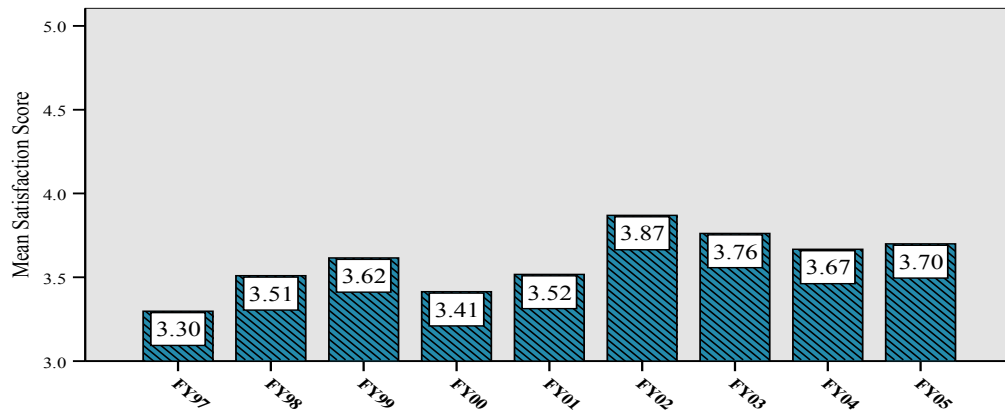


JOCs rated FY97-04, IDIQs rated FY05.

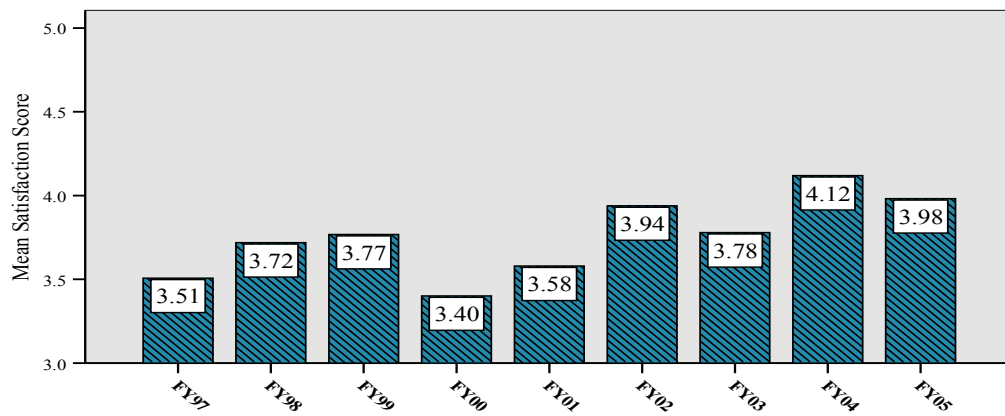
**Air Force S24: Construction Quality**



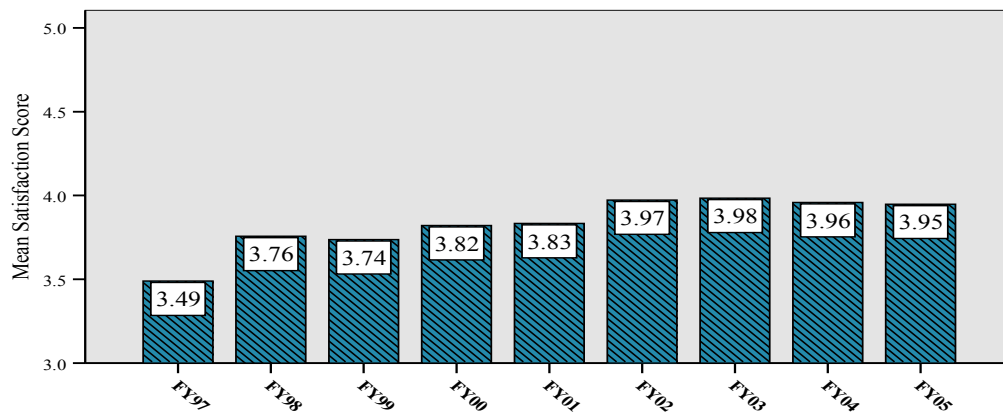
**Air Force S25: Timely Completion of Construction**



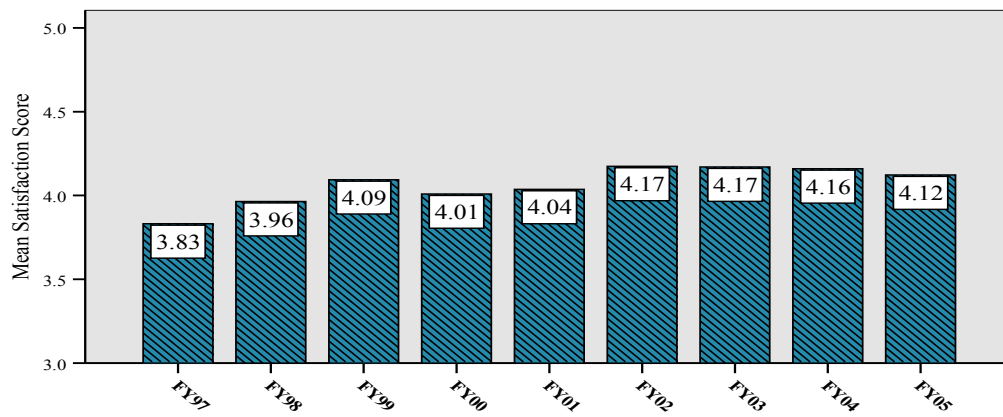
**Air Force S26: Construction Turnover**



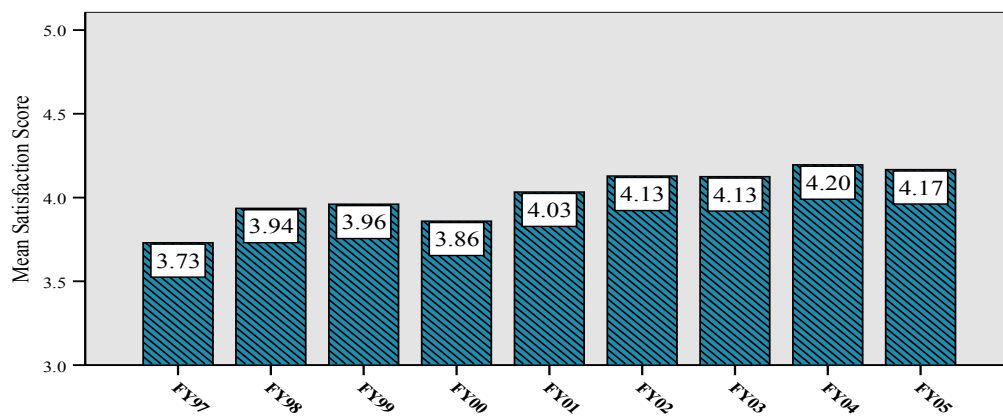
**Air Force S27: Contract Warranty Support**



**Air Force S28: End-User Satisfaction**

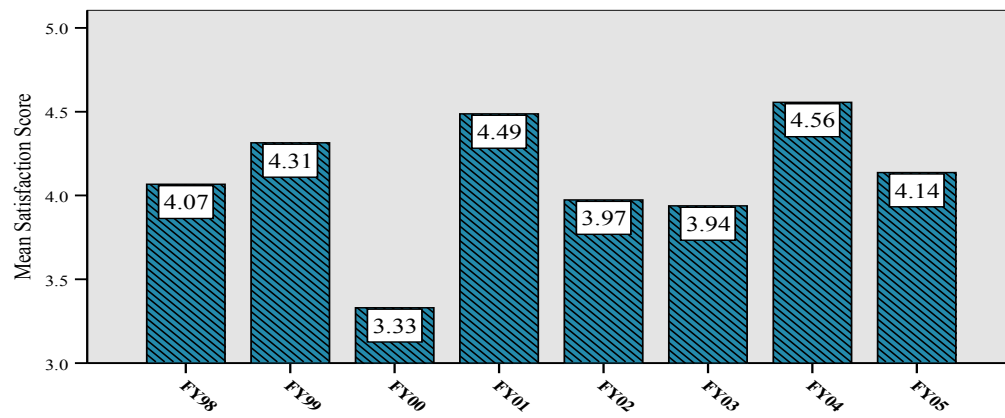


**Air Force S29: Maintainability of Construction**

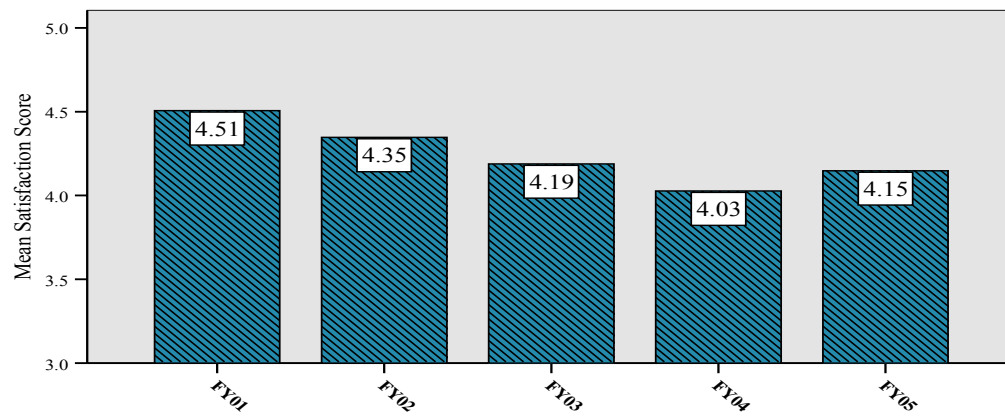




**Air Force S30: Privatization Support**



**Air Force S32: On-Site Project Management**



#### **§4. CONCLUSION**

The eleventh annual Military Programs Customer Satisfaction Survey has been completed. A total of 695 Military Program customers participated in the FY05 survey. The corps-wide response rate was 55% for an estimated sampling error of +/- 2.5%. Response rates varied greatly among districts, ranging from a low of 30% for New York District to as high as 100% for Tulsa District. The districts having the larger populations of Military/IIS customers saw response rates in the 40-60% range.

USACE customers may be categorized by major customer group: Air Force, Army, 'Other DoD' agencies and IIS<sup>10</sup> customers. The 'Other DoD' category includes US Navy, US Marine Corps, DLA, Joint Commands, DODEA, DECA, USMILGP's, etc. IIS customers include organizations such as EPA, DHS, USAID, FBI, DOE, BOP, etc.

Army customers comprise the largest proportion of the FY05 sample at 48 percent followed by Air Force (31%), 'Other DoD' (14%) and IIS (8%). Customers were asked to identify their DoD Command. Air Force customers could select from five categories: ACC, AETC, AFMC, AMC and 'AF-Other'. The greatest number of Air Force customers fall under AETC (44 customers) and ACC and AFMC (34 customers each). The commands specified by the 79 customers who selected 'AF-Other Cmd' included PACAF, AFSPC and AFRC, ANG, USAFE, AFSOC, etc. A significant number of these (21) are under PACAF command. PACAF customers were separated from 'AF-Other Cmd' customers for comparative analyses. This category will be added to the selection list in the FY06 survey.

Customers were asked to identify the primary category of service they received from the Corps district they rated. Over half (63%) of Air Force customers rated Construction services; 14 percent each rated Environmental and Real Estate services, three percent O&M and six percent rated 'Other' areas of service. Customers that checked the 'Other' area of services wrote services such as 'design' or a specialized service.

The survey included 21 Districts who serve under the Military Programs Directorate and TransAtlantic Center. In addition a very small number of customers from non-Military Districts were included in the FY05 survey. The greatest proportion of responses was received from customers served by Northwest Division (27%) and South Atlantic Division (24%). Omaha and Mobile Districts had the greatest number of valid responses (37 and 30 customers respectively).

The statistical analysis of customer satisfaction ratings was conducted by weighting individual responses by customer organization for each district. For example, there are 4 customer responses from Edwards AFB for Sacramento District. Each response is given an equal weight of 0.25. The weighting scheme essentially treats the organization as the customer instead of individuals.

The general satisfaction indicators address customer relationship dynamics and general characteristics of services (such as quality, cost & timeliness). The majority of responses

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<sup>10</sup> Formerly known as Support for Others and is defined as Non-DoD & 100% reimbursable services

(72 percent or more) were positive for all eleven general performance questions. The three most highly rated items in this year's survey were 'Treats You as a Team Member' and 'Seeks Your Requirements' rated positively by 87 percent of responding organizations each and 'Keeps You Informed' rated high by 84 percent. This is a very positive outcome that the highest rated items are relationship measures given that relationships are critical to customer satisfaction and loyalty. The indices that received the greatest proportion of negative responses were 'Provides Timely Services' at nine percent low ratings and 'Reasonable Costs' and 'Would be Your Choice for Future Services' at eight percent each.

The two 'bottom line' indicators of customer satisfaction are Items 10: 'Would be Your Choice for Future Services' and Item 11: 'Your Overall Level of Customer Satisfaction'. With respect to Item 10, 81% of Air Force customers indicated the Corps would be their choice in the future. Conversely, a total of 8% responded USACE would NOT be their choice for future projects and 11% were non-committal<sup>11</sup>. These results show a small improvement over last year. For customers' overall level of satisfaction 80% responded positively, 8% negatively and 13% fell in the mid-range category. The noncommittal customers represent a critical subgroup of customers deserving attention. These customers may migrate to either the satisfied or dissatisfied category depending on their future experiences with the Corps organization serving them.

The proportion of high ratings for the specific services<sup>12</sup> items ranged from 61 to 86 percent. The top three most highly rated items were 'Planning Services (Master, Mobilization...)' and 'Investigations/Inspections (Non-Environmental)' at 81% high ratings each and 'Funds Management' at 80% high ratings. 'Environmental Compliance' had been among the highest rated in the previous two years but ratings have fallen in FY05. The specific services that received the lowest ratings were 'Timely Construction' at 14% low ratings, 'Project Documentation (1391s, 1354s)' and 'AE Contract Services' at 11% each. As last year 'Timely Construction' was the lowest rated service. However, unlike the years previous to FY04, 'Warranty Support' and 'Real Estate' services were not among the more poorly rated.

The survey includes a blank 'explanation field' beside each survey item. In addition, customers were given the opportunity to provide general comments at the end of the survey. A total of 149 (70%) Air Force customers submitted comments. Of these, 65 (44%) made overall favorable comments, 33 (22%) made negative comments, 46 (31%) customers' comments contained mixed information (positive and negative statements), and 5 (3%) respondents' comments were purely informational in nature, neither positive nor negative.

The two most frequently cited positive comments were the same as the last three years. They were 'Overall good job' (49 customers) and 'Compliments to individuals/staff' (40 customers). The most frequent negative comment concerned 'Timely Construction' (26

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<sup>11</sup> Items rated from 1-5. A rating of 3=mid-range or noncommittal, neither high nor low.

<sup>12</sup> BRAC & Privatization Support were excluded from comparisons due to limited responses.

customers) and 'Choice for Future Work' (24 customers). 'Timely Construction' received the greatest number of negative comments last year as well. Unfortunately, the number of negative comments on 'Choice for Future Work' has more than tripled compared to last year (from 7 to 24 customers). Other areas of services that received a large number of negative comments concern 'Reasonable Cost' (23 customers), 'Timely Service' (22), 'AE Contract services' (22 customers) and 'Manages Effectively' (20). A complaint that has continued to surface concerns QA/QC services (12 customers). And for the first time, a number of customers registered complaints about the lack of staff continuity on their projects (12 customers). This complaint had never been seen prior to FY05 and should raise a 'red flag' to Corps managers since staff relations are integral to customer satisfaction.

The analyses to compare customer satisfaction ratings between Air Force and Army customers revealed that Air Force customer ratings are approximately the same as Army on all but one satisfaction indicator. Air Force customers were statistically significantly more satisfied in 'Construction Maintainability'. These results represent a significant departure from previous years in that subgroup ratings have become more homogeneous. In previous years Air Force customers were consistently more satisfied than Army customers. These findings seem to be the result of two factors: foremost, an improvement in Army scores and stability (in some cases decreases) in Air Force scores. There were six service areas in which statistically significant differences were found in FY04; most were construction services.

A comparison of ratings by Air Force command was performed. Recall the customers in the 'Air Force – Other' category included AFRC, AFSPC, AFSOC, USAFE, ANG and others. There were statistically significant differences in 12 areas (more than double the number of significant differences of last year). This implies the gaps between satisfied and dissatisfied Air Force Commands may be increasing. As last year, a very clear pattern emerged. In every case ACC and AETC were significantly more satisfied than 'Other' and in many cases PACAF. Similar differences were seen in the other service areas but these differences weren't large enough to be statistically significant. This pattern has been consistent over time; 'Other' has for many years been the least satisfied.

Further analysis of 'Other Cmd' ratings shows ANG, AFSPC and USAFE are the primary sources of most negative ratings. AFSOC and AFRC are the most satisfied of the AF 'Other Cmd' customers. The improvement in ratings among AFMC customers that occurred in FY03 continues. In FY02 AFMC and 'Other Cmd' customers were significantly less satisfied than ACC and AETC customers. As stated previously, the number of negative comments from AF customers on 'Choice for Future Work' has more than tripled compared to last year. This in consideration of the widening gap between satisfied and dissatisfied AF customers may be significant.

Statistical comparisons were performed to detect any differences among primary work categories (Construction, Environmental, and 'Other') for selected satisfaction indicators. In this analysis 'Other' includes Real Estate, O&M and 'Other'. The satisfaction indicators examined include only the General Satisfaction questions (Items 1-11) plus the

Specific Services items that are applicable to all areas of work: 'Project Management', 'Funds Management', 'AE Contracts', 'IDIQ Contracts', 'Value of S & R' and 'Value of S & A'.

A very striking pattern emerges in these comparisons. As in previous years Environmental customers were consistently the most satisfied group for nearly every indicator. Average ratings by Environmental customers were higher than Construction and 'Other' customers for all indices except 'IDIQ Contracts'. Additionally, these differences were large enough to be statistically significant in several areas. However, there were fewer significant differences than last year. This indicates a possible movement toward greater homogeneity in ratings by work category.

The Corps Military Customer Satisfaction Survey has been administered for a total of eleven years. The analysis of trends in ratings is one of the most important outcomes of the survey. Trend analyses can serve as leading indicators of areas in which business processes are proving successful or not. This allows managers the opportunity to intervene before conditions become problematic. Since ratings were calculated by weighting responses by organization and customer organization data was not available for the first two years of the survey, these analyses track the past nine-years in customer feedback. This analysis summarizes up to 1,787 Air Force customer responses.

An unusual pattern is apparent among most satisfaction indicators. The overall trends in customer ratings are difficult to definitively characterize. No survey item displays a consistent simple pattern (increasing/decreasing/stable) over time. Instead, ratings for most items display a three-year cyclic pattern where ratings rise over the course of three years then drop significantly and begin to rise again. This pattern has occurred for three full cycles over the FY97-99, FY00-02 and FY03-05 periods. Therefore, declines in ratings occurred in FY97, FY00 and FY03. An explanation should be sought for the three-year cycling of ratings. Although in the aggregate Air Force customers are as well or more satisfied than Army, during the low point in their cycle, they are notably less satisfied. Without intervention, one can expect to see a drop in ratings for the FY06 survey. It has been suggested that the drop in ratings may correspond to the change in command at Air Force installations. If this is the case, the appropriate intervention may include quickly contacting new commanders and providing an orientation to ongoing project work.

Overall Air Force customers are well satisfied with Corps services. The Corps' best performance is displayed among relationship measures. The service area that needs the most improvement is timeliness in delivering services particularly construction services. Additionally, there is a need to address consistent delivery of services over time (cyclic trends) and among customer subgroups (AF commands & primary work category).

## **APPENDIX A**

### **Survey Instrument<sup>13</sup>**

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<sup>13</sup> The survey website may be accessed by cutting & pasting the following link into your web browser: <https://ppdscivil.usace.army.mil/hecsurv/survfrm.asp> .



US Army Corps  
of Engineers®

[USACE Home](#)
[HQUSACE Home](#)
[Military Programs](#)

We at the U.S. Army Corps of Engineers are committed to improving our services to you and would like to know how well we are doing. Please rate your level of satisfaction with our performance for fiscal year 2005. Your straight forward answers will help us identify areas needing improvement. Thank you for your time and comments.

### Section I - Customer Information

Name: Last:  First:

Installation / Organization:

Your Email Address:

Office Telephone Number:

Agency/Command:  
(Skip if you are not DoD)

Primary Category of Service Received:  If Other, Specify:

### USACE Organization Being Evaluated

Please select the USACE Organization that you will be rating. If you are rating more than one Organization, you will need to submit a separate survey for each one.

Organization: (District/HQ/TAC)

### Section II - Customer Survey

Please rate your level of satisfaction for each area.

Rating Scale	1 = lowest 5 = highest	Satisfaction						We would greatly appreciate a brief explanation of ratings below '3'.
		NA	1	2	3	4	5	
1.	Seeks your requirements.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
2.	Manages your projects/programs effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
3.	Treats you as an important member of the team.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
4.	Resolves your concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
5.	Provides timely services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
6.	Delivers quality products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>
7.	Delivers products/services at a reasonable cost.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="text"/>

8.	Is flexible in responding to your needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
9.	Keeps you informed.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
10.	Would be your choice for future products and services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
11.	Your overall level of satisfaction.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
12.	Planning (Master Planning, Annual Work Plans, Spill Contingency Plans, Mobilization Plans, A-76 Plans, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
13.	Investigations and Inspections (Non-environmental such as Structural Inspections, GIS Surveys, Transportation Studies, etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
14.	Environmental Studies and Surveys	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
15.	Environmental Compliance and Restoration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
16.	Base Realignment and Closure Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
17.	Real Estate Services (e.g., Acquisition, Disposal, Leases, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
18.	Project Management Services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
19.	Project Documentation (DD 1391, 1354, etc.) (Quality and completeness of documents)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
20.	Funds Management and Cost Accounting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
21.	Architect-Engineer Contracts (Quality of AE services)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
22.	Engineering Design Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
23.	IDIQ Contracts (eg MATOC's)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		
24.	Construction Quality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>		



25.	Timely Completion of Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
26.	Construction Turnover	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
27.	Contract Warranty Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
28.	End-User Satisfaction with Facility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
29.	Maintainability of Construction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
30.	Privatization Support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
31.	Installation Support (IS) direct checkbook services (Army customers only)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
32.	On-site project management (PM Forward, Area Engineer, Resident Engineer)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
33.	Value of Corps' management services during design, planning or environmental investigations (S&R).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
34.	Value of Corps' management services during construction or environmental remediation (S&A).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

### Overall Comments/Suggestions

## **APPENDIX B**

### **Customer Demographics**

**Table B-1: Air Force Customer Organizations**

<u>AF Customer Organizations FY05</u>	<u>#</u>	<u>%</u>
AF OGN	1	0.5
AF Recruiting Cmd	6	2.8
AF Reserves	9	4.2
AFSOC	1	0.5
Air Natl Guard	2	0.9
Air Natl Guard Portland	1	0.5
Air Natl Guard, Kulis	1	0.5
Air Natl Guard, MTGREAA	1	0.5
Air Natl Guard, Wataco	1	0.5
Andrews AFB	1	0.5
Arnold AFB	2	0.9
Aviano AB	2	0.9
Brooks AFB	3	1.4
Buckley AFB	3	1.4
Cannon AFB	1	0.5
CENTCOM	1	0.5
Charleston AFB	1	0.5
Columbus AFB	2	0.9
Davis Monthan AFB	1	0.5
Dyess AFB	2	0.9
Edwards AFB	4	1.9
Eglin AFB	4	1.9
Eielson AFB	3	1.4
Ellsworth AFB	2	0.9
Elmendorf AFB	9	4.2
Fairchild AFB	2	0.9
General Mitchell AFB	2	0.9
Goodfellow AFB	1	0.5
Grand Forks AFB	1	0.5
Hanscom AFB	1	0.5
Hickam AFB	4	1.9
Hill AFB	2	0.9
Holloman AFB	3	1.4
Homestead ARB	1	0.5
Hurlburt Field	3	1.4
Incirlik AB	1	0.5
Kadena AB	1	0.5
Keesler AFB	1	0.5
Kirtland AFB	6	2.8
Kunsan Air Base	1	0.5
Lackland AFB	6	2.8
Langley AFB	12	5.7
Laughlin AFB	3	1.4
Little Rock AFB	3	1.4
MacDill AFB	3	1.4
Malmstrom AFB	1	0.5

<u>AF Customer Organizations FY05</u>	<u>#</u>	<u>%</u>
March AFB	1	0.5
Maxwell AFB	2	0.9
McChord AFB	2	0.9
McGuire AFB	2	0.9
Misawa AFB	1	0.5
Moody AFB	2	0.9
Mountain Home AFB	1	0.5
Nellis AFB	1	0.5
ODC	1	0.5
Offutt AFB	2	0.9
Osan Air Base	1	0.5
Patrick AFB	1	0.5
Peterson AFB	5	2.4
Pope AFB	3	1.4
Portland IAP	1	0.5
Ramstein AB	6	2.8
Randolph AFB	11	5.2
Robins AFB	7	3.3
Schriever AFB	2	0.9
Scott AFB	3	1.4
Seymour Johnson AFB	3	1.4
Shaw AFB	4	1.9
Sheppard AFB	2	0.9
SOUTHCOM	1	0.5
Tinker AFB	1	0.5
Tyndall AFB	4	1.9
USAF Academy	1	0.5
Vance AFB	3	1.4
Vandenberg AFB	1	0.5
Warren AFB	1	0.5
Whiteman AFB	1	0.5
Wright Patterson AFB	12	5.7
Yokota AB	1	0.5
Total	212	100.0

**Table B-2: Work Category ‘Other’**

<u>Work Category - Other</u>	<u>#</u>	<u>%</u>
Unspecified	6	50.0
DESC MR&E	1	8.3
Design	3	25.0
Facilities Program Manager	1	8.3
STAFF OFFICER FOR FOL'S	1	8.3
Total	12	100.0

# **APPENDIX C**

## **Statistical Details**

**Table C-1: General Satisfaction Items – Details**

<u>General Services</u>	<u>Very Low</u>		<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Very High</u>		<u>Total</u>	
<u>Item</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
S1 Seeks Your Requirements	1	0.8	4	3.1	12	9.4	43	33.9	67	52.8	127	100.0
S2 Manages Effectively	1	0.8	8	6.3	16	12.6	47	37.0	55	43.3	127	100.0
S3 Treats You as a Team Member	2	1.6	2	1.6	12	9.4	29	22.7	83	64.8	128	100.0
S4 Resolves Your Concerns	2	1.6	5	3.9	14	11.0	39	30.7	67	52.8	127	100.0
S5 Timely Service	2	1.6	9	7.1	20	15.9	47	37.3	48	38.1	126	100.0
S6 Quality Product	4	3.2	2	1.6	20	16.0	35	28.0	64	51.2	125	100.0
S7 Reasonable Costs	6	4.9	3	2.4	25	20.3	44	35.8	45	36.6	123	100.0
S8 Displays Flexibility	2	1.6	3	2.3	18	14.1	36	28.1	69	53.9	128	100.0
S9 Keeps You Informed	2	1.6	3	2.4	14	11.1	40	31.7	67	53.2	126	100.0
S10 Your Future Choice	5	4.0	5	4.0	14	11.3	34	27.4	66	53.2	124	100.0
S11 Overall Satisfaction	2	1.6	7	5.6	16	12.7	40	31.7	61	48.4	126	100.0

**Table C-2: Specific Services Items– Details**

<u>Specific Services</u>	<u>Very Low</u>		<u>Low</u>		<u>Mid-range</u>		<u>High</u>		<u>Very High</u>		<u>Total</u>	
<u>Item</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>	<u>#</u>	<u>%</u>
S12 Planning (Master, Mobiliz ...)	1	2.6	2	5.3	5	13.2	13	34.2	17	44.7	38	100.0
S13 Inspections & Investigations	0	0.0	1	3.8	4	15.4	10	38.5	11	42.3	26	100.0
S14 Environmental Studies	2	5.4	1	2.7	6	16.2	10	27.0	18	48.6	37	100.0
S15 Environmental Compliance	2	6.1	1	3.0	6	18.2	10	30.3	14	42.4	33	100.0
S16 BRAC	0	0.0	1	6.7	1	6.7	4	26.7	9	60.0	15	100.0
S17 Real Estate	1	2.3	3	6.8	10	22.7	9	20.5	21	47.7	44	100.0
S18 Project Management	3	3.1	4	4.1	13	13.3	33	33.7	45	45.9	98	100.0
S19 Project Documents	4	4.7	3	3.5	14	16.5	30	35.3	34	40.0	85	100.0
S20 Funds Management	2	2.3	3	3.4	12	13.8	29	33.3	41	47.1	87	100.0
S21 A/E Contracts	3	3.3	7	7.7	15	16.5	29	31.9	37	40.7	91	100.0
S22 Engineering Design	4	4.2	6	6.3	16	16.7	35	36.5	35	36.5	96	100.0
S23 IDIQ Contracts	3	7.0	0	0.0	10	23.3	11	25.6	19	44.2	43	100.0
S24 Construction Quality	1	1.0	4	4.1	18	18.4	35	35.7	40	40.8	98	100.0
S25 Timely Construction	5	5.3	8	8.4	24	25.3	32	33.7	26	27.4	95	100.0
S26 Construction Turnover	2	2.3	6	6.8	18	20.5	29	33.0	33	37.5	88	100.0
S27 Warranty Support	1	1.3	4	5.2	22	28.6	22	28.6	28	36.4	77	100.0
S28 End-user Satisfaction	0	0.0	4	4.2	18	18.8	35	36.5	39	40.6	96	100.0
S29 Maintainability	0	0.0	3	3.3	16	17.4	35	38.0	38	41.3	92	100.0
S30 Privatization Support	0	0.0	1	11.1	3	33.3	0	0.0	5	55.6	9	100.0
S31 IS Checkbook	0	0	0	0.0	0	0.0	0	0.0	0	0.0	0	100.0
S32 On-site Project Mgmt	2	2.3	5	5.8	12	14.0	27	31.4	40	46.5	86	100.0
S33 Value of S&R	3	3.9	2	2.6	13	17.1	25	32.9	33	43.4	76	100.0
S34 Value of S&A	2	2.6	4	5.1	14	17.9	26	33.3	32	41.0	78	100.0

**Table C-3: Air Force vs. Army Mean Satisfaction Scores**

Item	Air Force		Army	
	Mean	N	Mean	N
s1 Seeks Your Requirements	4.35	127	4.30	184
s2 Manages Effectively	4.15	126	4.18	186
s3 Treats You as Team Member	4.48	127	4.48	185
s4 Resolves Your Concerns	4.30	127	4.21	186
s5 Timely Service	4.04	126	4.14	186
s6 Quality Product	4.21	126	4.21	182
s7 Reasonable Cost	3.95	124	3.81	175
s8 Displays Flexibility	4.32	127	4.35	185
s9 Keeps You Informed	4.32	126	4.29	185
s10 Your Future Choice	4.20	125	4.18	180
s11 Overall Satisfaction	4.19	126	4.21	186
s12 Planning (Master, Mobilization...)	4.20	37	4.05	84
s13 Investigations/Inspections (Non-Envir)	4.16	26	4.01	83
s14 Environmental Studies	4.16	37	4.16	94
s15 Environmental Compliance	4.03	33	4.13	84
s16 BRAC	4.48	14	4.23	60
s17 Real Estate	4.05	43	3.96	91
s18 Project Management	4.15	99	4.17	141
s19 Project Documentation (1354, 1391...)	4.00	76	4.03	110
s20 Funds Management	4.20	86	3.98	129
s21 A/E Contract Services	3.98	92	3.97	106
s22 Engineering Design	3.96	96	3.82	113
s23 IDIQ Contracts	4.03	42	4.16	70
s24 Construction Quality	4.13	97	4.02	107
s25 Timely Construction	3.70	95	3.76	109
s26 Construction Turnover	3.98	87	3.86	99
s27 Warranty	3.95	77	3.81	92
s28 End-user Satisfaction	4.12	97	4.10	113
<b>s29 Maintainability</b>	4.17	92	3.86	95
s30 Privatization Support	4.14	8	3.96	34
s31 IS Checkbook Services	4.64	4	4.12	51
s32 On-site Project Mgmt	4.15	86	4.08	112
s33 Value of S&R	4.10	76	4.10	123
s34 Value of S&A	4.05	77	4.01	118

Note: Items for which statistically significant differences were found are shown in bold.



**Table C-4: Satisfaction Scores by Command**

Item	ACC		AETC		AFMC		AMC		PACAF		Other	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
S1 Seeks Your Requirements	4.34	23	4.66	24	4.41	19	4.57	12	4.35	10	4.07	38
S2 Manages Effectively	4.20	23	4.54	24	4.21	19	4.14	12	3.94	10	3.91	38
S3 Treats You as Important Member of Team	4.47	23	4.73	24	4.69	19	4.58	13	4.48	10	4.22	38
S4 Resolves Your Concerns	4.26	23	4.68	24	4.54	19	4.29	13	4.11	10	4.02	38
S5 Timely Service	4.19	23	4.47	24	4.03	19	4.07	13	3.76	10	3.74	37
<b>S6 Quality Product</b>	4.33	23	4.65	24	4.31	18	4.42	13	3.92	10	3.84	38
<b>S7 Reasonable Cost</b>	4.04	23	4.40	24	4.08	19	4.09	13	3.89	9	3.50	35
S8 Flexible in Responding to You	4.39	23	4.67	24	4.41	19	4.45	13	4.18	10	4.01	38
S9 Keeps You Informed	4.37	23	4.63	24	4.35	19	4.50	13	4.43	10	4.01	38
<b>S10 Your Choice for Future Work</b>	4.23	23	4.57	24	4.63	18	4.30	13	3.81	10	3.83	37
S11 Overall Satisfaction	4.22	23	4.67	24	4.27	19	4.33	13	3.77	9	3.91	38
<b>S12 Planning (Master, Mobiliz...)</b>	4.33	8	4.66	10	4.30	6	4.57	4	2.85	3	3.62	7
S13 Investigations & Inspections (Non-Envir)	4.33	3	4.79	8	3.69	4	4.00	1	4.14	4	3.74	6
<b>S14 Environmental Studies</b>	4.49	10	4.79	6	4.45	7	4.57	2	2.88	3	3.28	8
<b>S15 Environmental Compliance</b>	4.28	9	4.76	6	4.30	6	4.50	0	1.50	1	3.47	10
S16 BRAC	4.25	2	4.82	5	3.67	2	4.67	2	4.65	1	4.33	3
S17 Real Estate	3.72	7	4.63	11	3.96	6	3.70	5	4.18	2	3.93	12
S18 Project Management	4.21	18	4.64	19	4.25	17	4.31	8	3.67	8	3.81	29
<b>S19 Project Documentation</b>	4.23	14	4.48	17	4.22	10	4.24	7	3.94	8	3.26	19
<b>S20 Funds Management</b>	4.58	18	4.62	16	4.24	14	3.93	9	4.39	7	3.69	23
<b>S21 AE Contract Services</b>	4.52	17	4.54	18	3.97	13	4.20	8	3.29	8	3.48	28
S22 Engineering Design Quality	4.32	18	4.47	18	3.97	14	3.81	7	3.43	9	3.61	29
S23 IDIQ Contracts	4.25	6	4.56	7	4.29	6	4.57	2	4.52	6	3.29	14
S24 Construction Quality	4.25	20	4.47	19	4.44	14	4.02	7	3.89	8	3.80	29
S25 Timely Completion of Construction	3.81	19	4.19	19	3.67	14	3.51	7	3.62	8	3.40	28
<b>S26 Construction Turnover</b>	4.23	18	4.45	17	3.92	13	4.17	8	4.07	7	3.40	23
S27 Contract Warranty Support	4.42	13	4.20	17	4.11	12	3.63	7	4.03	7	3.48	21
S28 End-user Satisfaction	4.40	18	4.44	18	4.18	13	4.13	10	4.15	9	3.73	29
S29 Maintainability of Construction	4.38	18	4.45	18	4.27	14	4.07	7	4.15	8	3.83	27
S30 Privatization Support	3.00	0	4.91	4	4.18	2	3.00	1	-	0	3.00	2
S32 On Site Project Mgmt	4.23	13	4.55	18	4.12	13	3.79	6	4.38	8	3.88	27
<b>S33 Value of S &amp; R</b>	4.43	11	4.66	17	4.06	13	4.46	5	3.99	8	3.51	22
<b>S34 Value of S &amp; A</b>	4.38	11	4.65	16	4.16	12	4.09	6	4.13	8	3.42	24

Note: Items for which statistically significant differences were found are shown in bold.

**Table C-5: Satisfaction Scores by Work Category**

	<u>Construction</u>		<u>Environmental</u>		<u>Other</u>	
<u>Item</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>	<u>Mean</u>	<u>N</u>
<b>s1 Seeks Your Requirements</b>	4.23	77	4.77	19	4.38	31
s2 Manages Effectively	4.03	77	4.60	19	4.17	30
s3 Treats You as Team Member	4.47	77	4.81	19	4.32	31
s4 Resolves Your Concerns	4.17	77	4.72	19	4.34	31
<b>s5 Timely Service</b>	3.88	76	4.67	19	4.02	31
<b>s6 Quality Product</b>	4.07	76	4.80	19	4.21	31
s7 Reasonable Cost	3.80	77	4.38	19	4.06	28
<b>s8 Displays Flexibility</b>	4.22	77	4.77	19	4.28	31
s9 Keeps You Informed	4.29	77	4.61	19	4.20	30
s10 Your Future Choice	4.08	76	4.64	19	4.24	29
<b>s11 Overall Satisfaction</b>	4.07	77	4.70	19	4.17	30
s18 Project Management	4.05	70	4.75	14	4.04	14
s20 Funds Management	4.09	61	4.53	15	4.36	11
<b>s21 A/E Contract Services</b>	3.87	67	4.76	13	3.75	12
s23 IDIQ Contracts	3.96	31	3.80	3	4.35	9
s33 Value of S&R	4.07	60	4.28	5	4.14	12
s34 Value of S&A	4.04	60	4.38	5	3.96	12

Note: Items for which statistically significant differences were found are shown in bold.

**Table C-6: Responses by Division & Survey Year**

<u>MSC</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>	<u>Total</u>
LRD	25	9	8	7	7	4	9	8	7	84
MVD	0	0	0	0	0	0	1	0	0	1
NAD	34	18	12	15	14	17	19	18	18	165
NWD	41	46	46	60	93	67	57	39	56	505
POD	25	19	20	21	27	18	25	35	24	214
SAD	47	32	30	22	22	25	18	34	49	279
SPD	27	24	33	31	9	23	14	15	25	201
SWD	22	16	23	23	23	33	31	39	27	237
TAC	20	18	17	4	3	1	2	0	0	65
Total	241	182	189	183	198	188	176	188	206	1751

**Table C-7: Responses by District & Survey Year**

<u>District</u>	<u>FY97</u>	<u>FY98</u>	<u>FY99</u>	<u>FY00</u>	<u>FY01</u>	<u>FY02</u>	<u>FY03</u>	<u>FY04</u>	<u>FY05</u>	<u>Total</u>
LRL	25	9	8	7	7	4	8	8	7	83
LRP	0	0	0	0	0	0	1	0	0	1
MVR	0	0	0	0	0	0	1	0	0	1
NAB	2	4	2	1	0	1	1	1	0	12
NAN	6	1	2	3	4	3	3	8	2	32
NAO	9	8	3	3	6	5	4	3	4	45
NAP	2	3	1	1	0	0	0	0	0	7
NAE	0	0	0	1	2	5	4	3	2	17
NAU	15	2	4	6	2	3	7	3	10	52
NWK	2	2	4	1	4	2	3	2	1	21
NWO	16	16	18	41	49	45	39	26	37	287
NWS	23	28	24	18	40	20	15	11	18	197
POA	14	11	5	6	20	9	17	25	16	123
POF	3	1	5	5	1	2	2	2	2	23
POH	4	1	3	5	1	1	1	1	3	20
POJ	4	6	7	5	5	6	5	7	3	48
SAM	19	7	8	15	14	18	12	28	30	151
SAS	28	25	22	7	8	7	6	6	19	128
SPA	17	10	15	12	3	8	6	6	9	86
SPL	6	10	7	11	4	6	5	4	7	60
SPK	4	4	11	8	2	9	3	5	9	55
SWF	12	12	17	15	6	13	17	16	16	124
SWL	3	1	2	2	3	2	2	2	1	18
SWT	7	3	4	6	14	18	12	21	10	95
TAC	0	11	0	2	6	2	3	6	6	36
Total	221	175	172	181	201	189	177	194	212	1722

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